

West College Scotland

Board of Management

Monday 10 October 2022 at 4.00p.m. via the Teams link circulated by the Secretary or in attendance at Meeting Rooms 1/2, Greenock Campus. Dinner will follow at 6.30pm

Agenda

3.30 – 4pm – Education Scotland College Progress Visit Report – April 2022 – Inspector Margaret Rose Livingstone will attend to present to the Board.

General Business

- | | | |
|---|-----------|------|
| 1. Welcome | | |
| 2. Apologies | | |
| 3. Declarations of Interests | | |
| 4. Minutes of the meeting held on Monday 13 June 2022 | Enclosed | WH |
| .1 Actions from the minutes | Enclosed | WH |
| 5. Matters Arising from the minute
(not otherwise on the agenda) | | |
| 6. Student Association Report | Paper 6 | AMcG |
| 7. Chief Executive's Report | Paper 7 | LC |
| 8. Chair's Report | Paper 8 | WH |
| .1 Board Membership – Report from the Selection Panel
(Reserved Item) | Paper 8.1 | WH |
| .2 Board Articles of Governance, Standing Orders,
Scheme of Delegation and Student Association
Constitution | Paper 8.2 | WH |

Items for Decision / Approval

- | | | |
|----------------------------|--------------|------|
| 9. Sustainability Strategy | Paper 9 | AMcD |
| 10. Staff Survey Results | Presentation | NS |

- | | | |
|---|----------|------|
| 11. Review of College Financial Regulations | Paper 11 | AMcD |
| 12. Review of Strategic Risk Register | Paper 12 | AMcD |
| 13. 2021-22 Financial Year End Update | Paper 13 | AMcD |
| 14. Financial Forecast 2022-23 to 2026-27 | Paper 14 | AMcD |

Items for Discussion

- | | | |
|--------------------------------------|------------|----|
| 15. Committee Chair Reports: | | |
| .1 Corporate Development Committee | Paper 15.1 | JL |
| .2 Audit Committee | Paper 15.2 | GB |
| .3 Remuneration Committee | Paper 15.3 | LJ |
| 16. Any Other Business | | |
| 17. Date of Next Meeting: | | |
| Monday 12 December 2022 at 4.00 p.m. | | |

Items for Information / Noting

- | | | |
|--|--|--|
| 18. CD Committee - Minutes of the meeting held on Tuesday 6 September 2022 and minutes from two special CDC meetings held on Friday 8 July 2022 and Wednesday 31 August 2022 | | |
| 19. Remuneration Committee - Minutes of the meeting held on Tuesday 20 September 2022 | | |
| 20. Board of Management: | | |
| .1 Membership | | |
| .2 Schedule of Business 2022/23 | | |
| .3 Dates of Board and Committee Meetings 2022/23 | | |

Shirley Gordon
Secretary to the Board

BOARD OF MANAGEMENT

Minutes: Monday 13 June 2022.

Present: Waiyin Hatton (Chair), Douglas Bayley, Graeme Bold, Liz Connolly, Mark Gillan, Gordon Hunt, Linda Johnston, John Leburn, Ronald Leitch, Grant Lyall, Abbie McGrath, Fiona McKerrell, Daniel McMahon, Mark Newlands, Paul Sefton.

Attending: Stephanie Gunn (Vice Principal Educational Leadership), Amy McDonald (Vice Principal Operations), Natalie Smith (Director Organisational Development and HR), Alan Ritchie (Director Finance), Nathan Tyler (Director Communications, Policy and Engagement), Shirley Gordon (Secretary to the Board), Iain Forster-Smith (Director of Student Services and Communities), Anne McEwen (Head of Estates).

Apologies: Jane McKie.

BM819 WELCOME

The Chair welcomed everyone to the first hybrid Board meeting and thanked everyone for their attendance. Apologies were noted.

Dr Hatton recorded that Inspector Margaret Rose Livingstone from Education Scotland was scheduled to attend to update on the inspection visit in April 2022 but had, unfortunately, submitted her apologies and would attend a future Board meeting.

Dr Hatton congratulated Abbie McGrath who had been re-elected as the Student Association President and would, therefore, continue her Board Membership for a further year from 1 August 2022 to 31 July 2023.

Dr Hatton confirmed that the Board dinner would take place after the October meeting (instead of today as originally proposed) as all students finished on 10 June 2022 so were not available to host.

BM820 DECLARATIONS OF INTERESTS

The standing declarations of interests of members, as available on the Register of Interests on the College website, were noted as current. There were no specific interests declared with regard to the items on the agenda for the meeting.

BM821 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on Monday 21 March 2022 were **approved**.

BM822 ACTIONS FROM THE MINUTES

The Board **noted** the actions taken since the last meeting and **agreed** that the completed actions could now be removed.

BM823 MATTERS ARISING FROM THE MINUTES

There were no matters arising not otherwise on the agenda.

BM824 STUDENTS ASSOCIATION REPORT

Abbie McGrath (President, WCS Students Association) summarised the activities of the Students Association (SA) since the last Board meeting highlighting, in particular, the ongoing liaison with students, lecturers / guidance lecturers and the College Executive.

Ms McGrath reported that, as the end of term approached, students were looking to finish their studies and either progress on to the next year of their course or leave for employment or university. That had been challenging with the lecturer strike action and the Principal recorded her thanks to the SA for its support during that time.

As Dr Hatton reported earlier, the Students Association President election had concluded, and Ms McGrath was delighted to be re-elected for a further one-year term. The Board extended its congratulations to Ms McGrath and noted that the elections for the three SA Vice Presidents had now also concluded. Ms McGrath would notify the Board of the new Vice President Board member (replacing Paul Sefton) for the period 1 August 2022 to 31 July 2023 in due course. **{ACTION – AMcG}**

Ms McGrath outlined the SA's proposal to see the provision of chill out rooms / areas for students on the three College campuses. As a result of feedback from students, the SA was actively looking to invest in some areas for students to enjoy before, on breaks and after classes to create more of a student culture. The Board was pleased to note that discussions about that had been positive and agreed it would help create a vibrant and fun place to learn and meet new friends.

In relation to planning for Freshers, Ms McGrath explained that a short life working group had been established to lead on the planning of events / activities and she had agreed to liaise with Mr Forster-Smith around input to that group from the Student Services and Communities Directorate.

Ms McGrath summarised the SA's proposals for a new model of working for the roles of class reps with the inclusion of sector reps. The Board welcomed that approach noting the linkages and knowledge sharing it would bring between College staff and students across all curriculum / operational areas.

On behalf of the Board, the Chair recorded her thanks to Paul Sefton as Vice President of the SA and Board member for the last year.

The Chair thanked the President, Students Association for the update and the Board **noted** her report.

BM825 CHIEF EXECUTIVE'S REPORT Restricted Item

BM826 CHAIR'S REPORT

The Board received a written report from the Chair who summarised her recent activities and meetings including those in her capacity as Chair of Colleges Scotland.

Dr Hatton commended staff who had, so far, delivered the Board deep dive strategy sessions. These provided Board members with a greater understanding of the aspirations, progress and achievements to date and the staff enthusiasm was infectious and laudable.

Dr Hatton reported that the 2021-22 WCS Staff Awards nominations had now closed, and she looked forward to participating in the shortlisting on 2 June 2022. Recalling last years' experience that was a very difficult task as the quality of nominations to each category was so high.

Dr Hatton and the Principal had been participating in Colleges Scotland's Strategic Review which had culminated in the production of the draft Strategic Framework for consultation, and she extended her appreciation to Board members who had contributed to that process.

The Chair's update was **noted**.

.1 Board Internal Effectiveness Review 2022 - Dr Hatton led the Board through the Annual Internal Effectiveness Review 2022. She thanked Board members who had contributed to the self-assessment review noting that the Board session on 25 April

2022 provided constructive discussion on areas to make continuous improvements.

The Board of Management considered and approved the report on its Annual Internal Effectiveness Review 2022 for submission to the SFC and publication on the College website.

.2 Board Development Action Plan 2022 - Dr Hatton led the Board through the Board Development Action Plan 2022. She highlighted that this included the more recent action taken on Board Skills Analysis.

The Board of Management approved its Board Development Action Plan 2022 for submission to the SFC and publication on the College website.

BM827 FINANCE

.1 Management Accounts to 30 April 2022 **Restricted Item**

.2 Budget 2022-3- and 3-Year Financial Forecast **Restricted Item**

.3 Procurement Approvals

The Vice Principal Operations provided a summary of the procurement process undertaken to date regarding:

- Insurance and Insurance Services.
- Estates Projects.

Ms McDonald took the Board through a summary of the process for each procurement exercise explaining that the College Financial Regulations stated that all contracts exceeding £250,000 required approval of the Corporate Development Committee and all contracts exceeding £500,000 required the approval of the Corporate Development Committee *and* the Board of Management.

The Board of Management approved:

- **The award of a contract via a framework agreement for the provision of Insurance and Insurance Services to Education Scotland Ltd for an initial three-year period with the option to extend for a further year.**
- **That the Principal and Chair of the Corporate Development Committee could continue the tendering and contracting process associated with the essential estate maintenance projects through to the date of the next Corporate Development Committee meeting.**

BM828 PEOPLE STRATEGY

The Director, Organisational Development & HR explained that a 'People Strategy 2030' had been developed covering an eight-year period (reflecting the time required to implement culture change) and set out the direction of travel between now and 2030.

Mrs Smith took the Board through the vision of the strategy *"Together we will create a sector-leading environment of fair work, where colleagues feel deeply connected with the College's vision and have the skills to deliver our future ambition"* and added that the vision would be delivered through four strategic themes which she summarised.

The Board commended the Strategy and the clarity it provided setting out how the College would create a sector-leading environment of fair work, where colleagues felt deeply connected with its vision and had the skills to deliver its future ambition.

The Board of Management:

- **Considered and provided feedback on the People Strategy.**
- **Approved the People Strategy 2030 for publication.**

BM829 WELLBEING STRATEGY - RISE

The Director of Student Services and Communities led the Board through the College's new approach to wellbeing for students and staff for 2022/23 and beyond to make sure that all employees and students had the tools, knowledge, skills, and experiences needed to live fulfilled, worthwhile, and happy lives.

Mr Forster-Smith reported that the strategy was intended to supplement existing efforts on all aspects of wellness within the College, as well as to complete prior Student and Staff Mental Health and Wellbeing Strategies.

The Board commended RISE (Ready, In Touch, Supported, Empowered) and its wellbeing commitment to all staff and students accomplished by incorporating the importance of mental health and wellness into a college-wide approach, with clear and visible leadership, and strategic objectives at the centre of everything it did.

Members noted that the approach to measuring the success of the Wellbeing Strategy would be an annual cycle of collaboration, reflection, review, and improvement and suggested more frequent analysis may be useful. They looked forward to seeing engagement progress / activities and updates in the monthly staff newspaper "Westworld".

The Board of Management considered and approved the Wellbeing Strategy.

BM830 STRATEGIC RISK REGISTER REVIEW **Restricted Item**

BM831 KEY PERFORMANCE INDICATORS UPDATE

The Board of Management noted that a deep-dive strategy session on KPIs / Risk was scheduled to take place on Tuesday 21 June 2022 (4 - 5.30pm).

BM832 ESTATES UPDATE **Restricted Item**

BM833 BOARD / COMMITTEE MEMBERSHIP

The Board approved the:

- **LTQC Committee's recommendation of Mark Hamilton's reappointment as a LTQC co-opted member for a further one year (1 November 2022 to 31 October 2023).**
- **Approach and membership for a Selection Panel to appoint 3 new Board members.**
- **Appointment of Danny McMahon as Vice Chair of the CDC.**

BM834 GOVERNANCE COMPLIANCE REPORT

The Director of Finance led the Board through the report, the objective of which was to provide assurance that the College was operating in compliance with the:

- Scottish Funding Council Financial Memorandum.
- Scottish Public Finance Manual.
- Code of Good Governance.

The College had completed its own self-assessment of compliance and the detailed documents were available for members and on file for audit purposes. The Board extended its appreciation of the efforts made by college staff to provide this assurance

The Board of Management considered the assurance provided in relation to governance compliance and noted the report.

BM835 COMMITTEE CHAIR REPORTS:

.1 CD Committee

The minutes of the meeting held on Tuesday 31 May 2022 provided a summary of discussion from the meeting and Mr Leburn highlighted key areas of discussion which were **noted**.

.2 Audit Committee

The minutes of the meeting held on Thursday 26 May 2022 provided a summary of discussion from the meeting and Mr Bold highlighted key areas of discussion which were **noted**.

.3 LTQ Committee

The minutes of the meeting held on Wednesday 25 May 2022 provided a summary of discussion from the meeting and Mr Newlands highlighted key areas of discussion which were **noted**.

.4 Nominations Committee

The minutes of the meeting held on Monday 16 May 2022 provided a summary of discussion from the meeting and Dr Hatton highlighted key areas of discussion which were **noted**.

BM836 ANY OTHER BUSINESS

As the next Board meeting was not until October, the Chair wished everyone a happy summer break and looked forward to seeing members at the Graduation ceremonies.

BM837 DATE OF NEXT MEETING

Monday 10 October 2022 at 4.00 p.m.

BM838 ITEMS FOR INFORMATION / NOTING

The following items were submitted for information and **noted**:

- CD Committee - Minutes of the meeting held on Tuesday 31 May 2022.
- Audit Committee - Minutes of the meeting held on Thursday 26 May 2022.
- LTQ Committee - Minutes of the meeting held on Wednesday 25 May 2022.
- Nominations Committee - Minutes of the meeting held on Monday 16 May 2022.
- Board of Management – Membership and Schedule of Business 2021/22 and Dates of Board and Committee Meetings 2022/23.

BM839 BOARD CHAIR – ANNUAL APPRAISAL

The Chair left the meeting.

The Vice Chair and Senior Independent Board member confirmed that they had conducted the Chair's annual appraisal (following all Board Members having the opportunity to complete a performance evaluation questionnaire). The meeting was open, insightful, and constructive and provided an excellent opportunity to discuss the feedback received and look at priorities going forward in the following key areas:

- Knowledge of the external environment.
- Non-Executive Skills.
- Organisational Knowledge.
- Team Working.

Board of Management: Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
13 June 22	BM824	Ms McGrath would notify the Board of the new Vice President Board member (replacing Paul Sefton) for the period 1 August 2022 to 31 July 2023 in due course.	AMcG	New Vice President Board member (replacing Paul Sefton) for the period 1 August 2022 to 31 July 2023 is Sandor Nagy.	Complete.
13 June 22	BM825	Invitation be extended to the “live” graduation ceremonies to Board members whose terms of office expired during the pandemic where the ceremonies were held virtually.	LC	Board Secretary emailed those BMs on 14 June 2022.	Complete.
21 March 22	BM808	Staff / Board members may also enjoy participating in some of the SA events being organised and Ms McGrath would circulate further information to Board members directly to seek their support.	AMcG	The SA have discussed this and are very keen for the Board to be involved. With recent strike actions and proximity to the end of the year, plans will be put in place for the 2022/23 year.	2022/23.
21 March 22	BM812	When the final financial position was known later in the year, it was proposed that the Board write to elected representatives in the region to highlight concerns / raise awareness, proactively pursue ways to work together going forward and seek their support.	WH		Later in 2022 when financial position is known, and 2022-23 budget allocation has been received from SFC.
4 Oct 2021	BM749	Business Transformation Plan – SFC to be invited to a future Board meeting.	LC	Consider best time.	Ongoing.



Agenda Item 6

Meeting	Board
Date	Monday 10 October 2022
Location	MS Teams / Greenock Campus
Title of Paper	Students' Association Report.
Presented By	Abbie McGrath, President, Students Association.
Recommendation to Members	The Board is invited to consider and note the report from the Students' Association on recent activities.
Appendix Attached	No



The Students' Association are extremely busy at the moment with the beginning of the new term. We are pleased to report that all our elected positions have been filled for this Academic session. The full executive team comprises of Abbie McGrath (Student President), returning officer Ryan Robertson (Clydebank Vice President) and two new officers, Sandor Nagy (Paisley Vice President) and Emily Kearns (Greenock Vice President).

Our officers have just attended NUS - Lead and Change, a training course which aims to give Student Associations the tools to become effective representatives for our students. In addition to Lead and Change, our officers also recently attended 'That's Quality!' a quality induction event designed to help new and returning officers engage in quality processes at a college level.

Recently, our constitution was up for a periodic review, and as such, the Student Association sought input from NUS to better reflect online process improvements and remove some outdated terminology. This has now been actioned is ready for approval from the Board.

One of our main priorities this year will be to action the points that emerged from the Education Scotland Progress visit in April 2022. We are already taking steps to address these and will be implementing them this academic session. These were:

1. Raising the profile of the SA across the student population
2. Improving the current student rep system with a view to strengthening the student voice across all areas of decision making in the College

We are working in partnership with the College to restructure the class rep system. Student representation is at the heart of what we do and we our ambition is for West College Scotland students to become effective contributors towards their learning experience through having an inclusive and comprehensive class rep system.

The Student Association is excited to announce the return of fresher's activities this year. This will contribute towards raising the profile of the Student Association as well as encouraging the recruitment of any volunteer officers, a role we value greatly.

The previous 2 year temporary Student Association Liaison Officer post ended in June 2022. The Student Association is planning for a new supporting post to provide enhanced focus for our social media presence and provide dedicated administration support. The College continues to support the SA through the Student Experience Team who administer college wide surveys, feedback and student outcome analysis, and student representative training materials and delivery.

Many thanks
Student Association.



Agenda Item 8

Meeting	Board
Date	10 October 2022
Location	MS Teams / Greenock Campus
Title of Paper	Chair's Report.
Presented By	Dr Waiyin Hatton, Chair of Board of Management.
Recommendation to Members	The Board is invited to note the update from the Chair.
Appendix Attached	No

Welcome back after the summer break to the first meeting of the Board in this new academic year. And a special welcome to Sandor Nagy, Student Association Vice President - Paisley Campus, our second Student Board member to his first Board meeting.

Updates

It was a tremendous start to the new academic year with 'live' graduations across the three campuses where we could hear the laughter, see the smiling faces and feel the excitement of the graduates. The stories behind each award winner were absolutely inspiring. It was an honour for me to present the Fellowship Award. The additional bonus for me was meeting up with Board members and staff in person, many for the first time. These were amazing four events and I want to record appreciation to both Board members who were able to attend and to the WCS colleagues whose professionalism ensured smooth and impressive operation.

I want to thank Board members who were able to meet with me for their respective one-to-one discussions. A common positive theme was the gradual return to face-to-face meetings which provided much better environment to build rapport with each other and with the senior team. In parallel, I want to thank Chairs of Committees for conducting annual reviews with their respective co-opted committee members.

Recruitment of Board members took place in August 2022 and recommendations to the Board is detailed under Paper 8.1. I want to record appreciation to Linda Johnston, Fiona McKerrell and Mark Newlands for giving of their time as members of the Panel, and to Dr Willie MacKie who acted as the external assessor. And a special thank you to Shirley Gordon, Board Secretary, for her trademark high standard and rigour in managing the process and guiding the Panel through it.

On the external front, I was once again invited to join the Panel for the College Development Network Student Board Member Training event on 2 September 2022. I was in good company as both Abbie McGrath, Student Association President and Board member, and Sandor were amongst the delegates. In my capacity as Chair of Colleges Scotland, I was invited to deliver the keynote address at the College Development Network Symposium on Pathways from Poverty. In preparing the address, I had to challenge my own understanding of Pathways to Poverty as well as contribution to Pathways from Poverty in my role within West College Scotland.

Board approvals

Due to imminent changes to committee membership, I emailed members of the Nominations Committee on 20 September 2022 with the proposals below to ensure business continuity. Unanimous support was received by 21 September 2022. Their decisions will be homologated at the next meeting of the Committee.

Recommendations for Board approval:

1. Audit Committee – Graeme Bold has to demit from the Chair role following the Committee’s meeting on 21 September 2022, due to significant pressure from his own work. Grant Lyall is the Vice-chair. The Board’s approval is sought to appoint Grant as Chair, Audit Committee, with immediate effect.
2. Corporate Development Committee (CDC) – Mark Newlands is due to finish his term as Board member at the end of January 2023. As the sector is facing unprecedented challenges, Mark’s experience and expertise in helping business grow in his current role as the Head of Global Companies and Corporate Investment with Scottish Enterprise will be extremely helpful to WCS. The Board’s approval is sought to co-opt Mark to CDC with effect from February 2023.

Dr Waiyin Hatton
Chair, WCS Board of Management
22 September 2022



Agenda Item 8.2

Meeting	Board
Date	Monday 10 October 2022
Location	MS Teams
Title of Paper	Board Articles of Governance, Standing Orders, Scheme of Delegation and Constitution of the Students' Association
Presented By	Dr Waiyin Hatton, Chair
Recommendation to Members	The Board is asked to consider and approve the following which are presented to the first Board meeting of each new academic session for review, and approval:
Appendix Attached	Yes Appendix 1 – Articles of Governance Appendix 2 – Standing Orders Appendix 3 - Scheme of Delegation Appendix 4 - Constitution of the Students' Association

PURPOSE

- To consider and approve the Articles of Governance, Standing Orders and Scheme of Delegation which are presented to the first Board meeting of each new academic session for review, and approval.
- To consider and approve the written constitution of the students' association required in accordance with the Code of Good Governance "B7 - The college board must review the written constitution of its students' association at least every five years".

1. BACKGROUND

- 1.1 The Board is asked to consider and approve the following which are presented to the first Board meeting of each new academic session for review, and approval:
- **Articles of Governance** (Appendix 1) - provide information on how the various members of the Board are appointed as well as how the Board Secretary is appointed and how the Committees are established.

PUBLIC

- **Standing Orders** - (Appendix 2) - the Good Governance Steering Group, established by Colleges Scotland, issued a template for Standing Orders that colleges were encouraged to adopt. Colleges were free to adapt these to suit their own local circumstances, but it was expected that colleges would retain the main guidance contained in the template. The College complies with the guidance issued in the template.
- **Scheme of Delegation** (Appendix 3) - the Good Governance Steering Group, established by Colleges Scotland, issued a template for a Scheme of Delegation that colleges were encouraged to adopt. Colleges were free to adapt these to suit their own local circumstances, but it was expected that colleges would retain the main guidance contained in the template. The College complies with the guidance issued in the template. The Scheme of Delegation confirms the powers reserved to the Board and those that can be delegated to certain individuals, namely the Chair, the Principal, the Board Secretary and the Committees.
- **Constitution of the Students' Association** - (Appendix 4) – Paragraph 5.2 of the Constitution states “.....proposed amendments will be subject to the approval of the College Board of Management before they can be implemented”. The SA Constitution has recently been amended to better reflect online process improvements and remove some outdated terminology.

2. FINANCIAL IMPLICATIONS

2.1 There are no financial implications in this report.

3. STUDENT EXPERIENCE

3.1 There are no student experience implications associated with this report.

4. HUMAN RESOURCES IMPLICATIONS

4.1 There are no human resources implications associated with this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications associated with this report.

PUBLIC

7. COMMUNITY/PARTNERSHIP IMPACT

7.1 There are no community implications associated with this report.

8. EQUALITIES IMPLICATIONS

8.1 There are no equality implications associated with this report.

9. ENVIRONMENT IMPLICATIONS

9.1 There are no environmental implications associated with this report.

RECOMMENDATION

The Board is asked to consider and approve the following:

- Articles of Governance
- Standing Orders
- Scheme of Delegation
- Constitution of the Students' Association



WEST COLLEGE SCOTLAND

ARTICLES OF GOVERNANCE

Version Control

- Revised November 2017
- Approved by the Board of Management – 5 February 2018
- Approved by the Board of Management – 5 October 2020
- Approved by the Board of Management – 22 March 2021

ARTICLES OF GOVERNANCE

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 - 2.5 Codes of Conduct and of Good Governance**
 - 2.6 Appointment of Teaching and Non-Teaching (Support) Staff Members**
 - 2.7 Appointment of Student Members**
 - 2.8 Appointment of Non-Executive Board Members**
 - 2.9 Board Secretary**
- 3. Committees**

ARTICLES OF GOVERNANCE

1 Introduction

These Articles of Governance are consistent with the legislation, i.e. the Further and Higher Education (Scotland) Act 1992 (the 1992 Act), as amended by the Further and Higher Education (Scotland) Act 2005 (the 2005 Act) and the Post-16 Education (Scotland) Act 2013 (the 2013 Act), and any such legislation as may replace or supplement such provisions and be adopted from time to time.

These Articles of Governance must be approved by the Board of Management before they come into force, and any changes or amendments to them must be approved by the Board before they become effective. Once approved by the Board they replace all other Articles of Governance previously adopted by the Board.

2 Appointment of Board Members

2.1 Composition of Board

Under the terms of the legislation the composition of the Board of Management is as follows:

- (a) A person appointed by the Scottish Ministers to chair meetings of the Board
- (b) The Principal of the College
- (c) 2 members of staff: 1 elected by the teaching staff from among their own number; and 1 elected by the support staff from among their own number
- (d) 2 students nominated by the Students Association
- (e) Up to 12 non-executive members.

2.2 Appointment of the Chair

The Chair is appointed by the Scottish Ministers for a period of up to 4 years, and may be re-appointed for a further period of up to 4 years.

2.3 Appointment of Vice Chair

2.3.1 The Board may appoint any of its members who is not:

- (a) a student of the College,
- (b) an employee of the College,
- (c) the Principal,

to act as Vice Chair and who may substitute for the Chair in the conduct of Board meetings but who may not discharge any other duty delegated to the Chair.

2.3.2 The Board shall determine the period of appointment of the Vice Chair (if one has been appointed) and may remove the Vice Chair from office.

2.4 Appointment of Senior Independent Member

2.4.1 The Board will appoint any of its members who is not:

- (a) a student of the College,
- (b) an employee of the College,
- (c) the Principal,

to act as the Senior Independent Member (as defined in A14 of the Code of Good Governance for Scotland's Colleges). This person may be the Vice Chair or may be another member of the Board as defined above.

- 2.4.2 The Board shall determine the period of appointment of the Senior Independent Member (if one has been appointed) and may remove him/her from office.

2.5 Codes of Conduct and Good Governance

- 2.5.1 It is a condition of appointment of each Board member that he or she accepts to be bound by the provisions of The Ethical Standards in Public Life etc (Scotland) Act 2000 and any such legislation and codes of conduct as may replace and supplement such provisions and be adopted from time to time, including the Code of Conduct adopted by the Board.

- 2.5.2 Each member of the Board undertakes to maintain his or her entry in the register of interests as provided in the Code of Conduct adopted by the Board.

- 2.5.3 It is also a condition of appointment that each Board member agrees to abide by the Code of Good Governance for Scotland's Colleges.

2.6 Appointment of Teaching and Non-Teaching (Support) Staff Members

- 2.6.1 Appointments of the Teaching staff member shall proceed as follows:

- (a) One member may be appointed by the Teaching staff from among their own number. The appointment is made by election administered by the Returning Officer (the Returning Officer is normally the Secretary to the Board unless the Board appoints another person – see 2.9.4);
- (b) The Returning Officer shall send a notice to each member of the Teaching staff of the College requesting nominations for membership of the Board;
- (c) Such nominations must be received by the Returning Officer by the date specified in the notice, being not less than seven days from the date of the notice.
- (d) Each nomination must be signed by the nominee, the proposer and one other person all being members of the Teaching staff.
- (e) If more than one nomination is received the Returning Officer shall thereafter arrange for an election to be conducted normally using an appropriate electronic system and shall notify each member of the Teaching staff of the College of the names of the nominees and the process to be followed.

- (f) The election shall be completed by the date and time specified in the notice issued by the Returning Officer being not less than seven days from the date of issue of the notice of the election.

2.6.2 Appointment of the Non-Teaching (Support) staff member shall proceed as follows:

- (a) One member may be appointed by the Non-Teaching (Support) staff from among their own number. The appointment is made by election administered by the Returning Officer (the Returning Officer is normally the Secretary to the Board unless the Board appoints another person – see 2.9.4);
- (b) The Returning Officer shall send a notice to each member of the Non-Teaching (Support) staff of the College requesting nominations for membership of the Board;
- (c) Such nominations must be received by the Returning Officer by the date specified in the notice, being not less than seven days from the date of the notice.
- (d) Each nomination must be signed by the nominee, the proposer and one other person all being members of the Non-Teaching (Support) staff.
- (e) If more than one nomination is received the Returning Officer shall thereafter arrange for an election to be conducted normally using an appropriate electronic system and shall notify each member of the Non-Teaching (Support) staff of the College of the names of the nominees and the process to be followed.
- (f) The election shall be completed by the date and time specified in the notice issued by the Returning Officer being not less than seven days from the date of issue of the notice of the election.

2.6.3 The following rules will be followed as regards counting votes:

- (a) The Returning Officer shall offer each nominee the opportunity to be present or represented at the counting of votes.
- (b) The counting of votes shall normally take place within 24 hours of the time set for the close of the election and shall be done by the Returning Officer in the presence of such nominees or their representatives as have chosen to attend.
- (c) The nominee receiving the most votes shall be declared elected.
- (d) In the event of a tie the election shall be decided by lot among the nominees with the most numbers of votes.
- (e) In the event of elections for Teaching staff and Non-Teaching (Support) staff members being held concurrently, the counting of votes shall be done as a separate and consecutive process for each election.
- (f) The Returning Officer may use such staff of the College as may be necessary to assist in the election process.

- (g) The names of the persons elected shall be reported to the next meeting of the Board after the election.

2.6.4 The following rules will apply in the event of a vacancy arising in respect of the appointment for a staff member:

- (a) In the event of an election requiring to be held because of the expiry of the periods of office of the respective members of the Board the procedures set out in paragraphs 2.6.1 and 2.6.2 as the case may be and paragraph 2.6.3 shall be completed normally not later than one month prior to the date of expiry.
- (b) In the event of a casual vacancy arising at any time more than six months prior to the expiry of the member's period of office, the procedures set out in paragraph 2.6.1 or 2.6.2 as the case may be and paragraph 2.6.3 shall be completed as soon as may be but normally not more than six weeks after the vacancy occurs.

2.7 Appointment of Student Members

The nomination and appointment to the Board of two persons from among the students of the College will proceed as follows:

- (a) The Secretary shall, prior to 31 July, invite from the Students' Association of the College nominations for appointment to the Board from among the students of the College. The Secretary shall report such nominations to the Board.
- (b) In the event of a casual vacancy arising in the office(s) of such person(s) then the Secretary shall, within 3 weeks of the vacancy occurring, seek from the Students' Association of the College a nomination of such a person(s) as member of the Board unless a nomination of such a person(s) to fill the casual vacancy has already been made by the Students' Association.

2.8 Appointment of Non-Executive Board Members

2.8.1 Under the terms of the legislation the Board must have regard to any guidance issued by the Scottish Ministers in relation to the making of such appointments.

2.8.2 The Scottish Ministers have issued guidance under Section 6 of the 2013 Act, which amends the provisions of the 1992 Act, and which sets out the process to be followed when appointing Non-Executive Board members. This is set out in the 'College Sector Board Appointments: 2014 Ministerial Guidance'. The Board will follow this Guidance, and any subsequent revisions or updates that are made to it, when making such appointments.

2.8.3 The Board shall appoint a relevant committee to nominate Board member appointments and extensions of appointments to the Board of Management.

2.8.4 The Board shall determine the length (of up to 4 years) of a Board appointment or extension based on the needs of the Board, having regard to the desirability of avoiding a substantial number of Board appointments potentially ending around the same time.

2.8.5 Before the Board may appoint a non-executive Board member or extend a non-executive Board member's period of appointment, the Board must obtain the approval of both its Chair and the Scottish Ministers.

2.9 Board Secretary

2.9.1 The Board will appoint a person of appropriate experience and standing to discharge the functions of Board Secretary (as referred to in the 1992 Act). The Board Secretary shall have oversight of all Board and Committee meetings in order to ensure meetings are conducted in accordance with legislation, terms and conditions of grant (including in relation to its Financial Memorandum, the Scottish Public Finance Manual, the Code of Good Governance for Scotland's Colleges), the Board's Scheme of Delegation and Standing Orders, and in order to ensure a record is kept of proceedings. The appointment and removal of the Board Secretary is a decision of the Board.

2.9.2 The Board Secretary should be independent and report directly to the Chair of the Board

2.9.3 The Board shall ensure that the Secretary obtains suitable training as and when necessary to allow him or her to perform his or her functions effectively.

2.9.4 In the absence of the Board Secretary, the Board shall agree temporary arrangements that can be put in place by making such other arrangements as may be required.

3. Committees

3.1 In accordance with the legislation the Board may establish Committees for any purpose. Each Committee shall have a clearly defined remit which sets out the duties and responsibilities. The Board must approve the remit of each Committee and any subsequent change or amendment to the remit.

3.2 The Board reserves the right to review the Committees required and the authority delegated to them as and when it is deemed appropriate to do so.

3.3 The minutes of each Committee meeting will be submitted to the Board for information at the next appropriate meeting.

3.4 The Board may appoint persons who are not members of the Board to be members of committees established by it.



WEST COLLEGE SCOTLAND

STANDING ORDERS

Version Control

- Revised November 2017
- Approved by the Board of Management - 5 February 2018
- Approved by the Board of Management – 5 October 2020
- Approved by the Board of Management – 22 March 2021

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Standing Orders for Regulating the Meetings and Proceedings of West College Scotland's Board of Management and its Committees

1. Application

Paragraph 11 of Schedule 2 to the Further and Higher Education (Scotland) Act 1992 states that a Board may regulate its own proceedings and those of any Committees established by it. The purpose of these Standing Orders is to ensure the orderly and effective conduct of the meetings of the Board of Management (“the Board”) and its Committees. These Standing Orders apply to all meetings of the Board of Management and its Committees. The Terms of Reference of Standing Committees and any *ad hoc* Committees that may be established from time to time shall determine the specific remits and quorum of these bodies.

The Standing Orders were approved by the Board at its meeting on 22 March 2021 and replace all other Standing Orders previously adopted by the Board. The Standing Orders will be periodically reviewed by the Board and at least every 3 years.

The Standing Orders apply to all meetings whether held remotely or in person.

2. Authority of Chair

2.1 The Chair will be responsible for leading the meeting and for the general conduct of the meetings and will

- preserve order and ensure that the members obtain a fair hearing;
- decide on all matters of order, competency or relevance;
- determine all questions of procedure.

The ruling of the Chair on all matters within his or her jurisdiction as Chair is final.

2.2 At the meetings of the Board of Management the Chair, or in his/her absence the Vice Chair, will take the Chair. In the absence of the Chair and the Vice Chair, the Chair will nominate another Board member to Chair the meeting or, failing such action, the members present will appoint one of their number to be Chair for the meeting. This will normally be a non-executive member of the Board.

2.3 Members shall address the Chair and the Chair will be heard without interruption.

2.4 The Board will normally make decisions on the basis of agreement by consensus. However, in certain circumstances a vote may be conducted – see Section 9.

3 Conduct

3.1 All meetings will be conducted in accordance with legislation, terms and conditions of grant, the Board's Scheme of Delegation and these Standing Orders. All Board and Committee members are bound by the College's Code of Conduct.

3.2 If any member disregards the authority of the Chair, or is guilty of obstructive or offensive conduct, a motion may be moved and seconded to suspend the member for the remainder of the meeting, and the member will then immediately leave the meeting.

4 Schedule of Meetings

- 4.1 Ordinary meetings of the Board shall be held at least four times per calendar year, according to a schedule which the Board shall determine.
- 4.2 All meetings shall be called by a notice to attend the meeting specifying the business to be transacted thereat which shall be issued by the Secretary at least five working days before the meeting of the Board.
- 4.3 Extraordinary meetings of the Board may be called on the instructions of the Chair, or by agreement by a majority of the members entitled to vote at such a meeting. The meeting shall be held as soon as practicable.

5 Quorum

- 5.1 A quorum will be no less than 50% of Board members.
- 5.2 If, fifteen minutes after the time appointed for a meeting of the Board, a quorum of members is not then present the meeting shall stand adjourned and the Chair shall close the meeting.
- 5.3 Notwithstanding 5.2 above, where there is not a quorum present at a meeting of the Board or a Board Committee the members present may determine that the scheduled business be considered informally, and recommendations noted. Such recommendations would not be effective until ratified or amended at a subsequent meeting of the Board or Committee.
- 5.4 In exceptional circumstances, such as for matters requiring urgent attention, and when the approval of the Board or Committee is required, decisions can be taken, with the prior agreement of the Chair, by written procedure. That is, decisions can be taken without calling a physical meeting of the Board or Committee. In such circumstances:
 - the Board Secretary shall email all Board or Committee members outlining the decision required, together with relevant briefing information;
 - a quorum, as defined in 5.1, must have replied to the email;
 - the Board Secretary shall ensure that the deadline for response is clearly specified and Board, or Committee, members shall endeavour to respond within that timeframe;
 - any decisions taken in this way shall be homologated at the next quorate meeting of the Board or Committee.
- 5.5 A quorate meeting shall be adjourned if, by virtue of members absenting themselves during proceedings, the number falls below the previously stipulated quorum. In such event unfinished business shall be placed on the agenda for the next scheduled meeting of the Board or Committee; or the remaining members present may determine that scheduled business is dealt with in accordance with 5.3 or 5.4 above.

6 Adjournment of Meeting

- 6.1 The Board of Management may adjourn any meeting to such a time as the Chair may then, or afterwards decide.

- 6.2 When an adjourned meeting is resumed, proceedings will commence at the point which they concluded at adjournment.

7 Business of Meetings

- 7.1 At a meeting of the Board no business other than that specified in the notice shall normally be considered. An item of business not appearing on the agenda for the meeting may be considered as “any other competent business” at the discretion of the Chair.
- 7.2 The order of business will be determined at the start of the meeting, but generally will follow the format contained in the agenda issued with the papers.
- 7.3 The Chair, by agreement with the Board, may at any meeting vary the order of business so as to give precedence to business of special urgency.

8 Approval of Minutes

- 8.1 The Board of Management and each of its Committees will ensure that proper minutes of its proceedings are kept; the minutes will contain all resolutions and proceedings and will be conclusive evidence of the matters to be decided.
- 8.2 At each Board and Committee meeting the minutes of the previous meeting will be submitted for approval as a correct record of the meeting to which they relate.
- 8.3 Copies of the approved minutes and any supporting reports or other statements considered will be available on the College website as appropriate.

9 Voting at Meetings

- 9.1 Subject to any provision of the legislation or the Articles of Governance or Scheme of Delegation, a motion passed by the majority shall be declared to be the decision of the meeting and shall bind the Board.
- 9.2 At the discretion of the Chair, a vote may be taken by a show of hands. In the event of a tie the Chair shall have both a deliberative and a casting vote.
- 9.3 A member may have his/her dissent from a decision recorded in the minutes at the meeting.

10 Attendance of Officers

The Chair, in consultation with the Principal and Chief Executive or Vice Principal as appropriate, may invite members of the Senior Management Team or other individuals to the meeting of the Board, or any of its Committees, to provide specialist or other information to assist the deliberations of the members.

11 Conflict of Interest

- 11.1 The principles set out in Section 5 of the College's Code of Conduct shall apply in relation to conflicts of interest. Where, whether before or during any meeting of the Board or any Board Committee, any member of the Board or any Committee becomes aware that he or she or any person connected with him or her has an interest in or relating to any matter to be or being considered by the Board or a Committee he or she shall declare such interest and, unless the Chair of the Board or the Committee declares otherwise, withdraw from the meeting during such consideration and shall not vote on any question relating to the matter.
- 11.2 Board and Committee members are themselves responsible for declaring that they have an interest in any matter under consideration whether or not such interest has been declared in the register of interests maintained by the Secretary.

12. Confidentiality of Information

- 12.1 Any information obtained by any person as a member of the Board or a member of a Board Committee, other than information which the Board or the Committee has agreed should be made public, shall be treated as confidential to the Board or Committee. This provision also applies to any other person, including College staff, attending Board or Committee meetings or dealing with matters delegated to them by the Board or Committee.

13 Meetings of Committees and Sub-Committees of the Board

- 13.1 A Committee or Sub-Committee shall hold such meetings as the Board may from time to time prescribe but the Secretary shall call additional meetings of a Committee or Sub-Committee at any time on being required to do so either by:
- i. the Committee or Sub-Committee concerned,
 - ii. the Chair of the Committee or Sub-Committee concerned,
 - ii. or on receiving a requisition in writing for that purpose specifying the business proposed to be transacted at the meeting and signed by a majority of members entitled to vote at the Committee or Sub-Committee concerned.
- 13.2 The Board shall determine the quorum for each of its Committees and the Committees shall determine the quorum for each of its Sub-Committees.
- 13.3 All meetings of a Committee or Sub-Committee shall be called by an invitation to attend the meeting specifying the business to be transacted thereat, which shall normally be issued by the Secretary at least five working days before the meeting to which it relates.

14 Suspension of Standing Orders

- 14.1 The Standing Orders may be suspended when the Chair and two-thirds of the members present entitled to vote agree to such a motion.



WEST COLLEGE SCOTLAND

SCHEME OF DELEGATION

Version Control

- Revised November 2017
- Approved by the Board of Management – 5 February 2018
- Approved by the Board of Management – 5 October 2020
- Approved by the Board of Management – 22 March 2021

SCHEME OF DELEGATION

- 1 Introduction**
- 2 Authority Reserved to the Board**
- 3 Delegations to the Chair of the Board**
- 4 Delegations to the Principal**
- 5 Delegations to the Board Secretary**
- 6. Delegations to Committees**

SCHEME OF DELEGATION

1 Introduction

- 1.1 In accordance with paragraph 12(4) of the Further and Higher Education (Scotland) Act 1992 the Board may delegate the performance of any of its functions to:
- (a) the Chair; or
 - (b) any committee appointed by them; or
 - (c) any member of the College staff (which may include the Principal);
 - (d) or a combination thereof as the Board shall determine.

In accordance with paragraph C.8 of the Code of Good Governance for Scotland's Colleges delegation of responsibilities from, and matters reserved to, the Board and its Committees must be clarified through a Scheme of Delegation, including the functions delegated by the Board to the Chair, Committees, the Principal and the Board Secretary.

- 1.2 Only a committee or the persons or the holders of posts specifically named in this scheme may exercise the function delegated to them.
- 1.3 This Scheme of Delegation must be approved by the Board before it comes into effect, and any subsequent amendments must also be approved by the Board. Once approved this Scheme replaces all other Schemes of Delegation adopted by the Board.

2 Authority Reserved to the Board

The following matters are reserved to the Board and therefore excluded from any delegation:

- (a) the determination of the objectives of the Board;
- (b) Final approval of the College's Strategic Plan and Regional Outcome Agreement;
- (c) the determination of the risk appetite of the Board and approval and monitoring of the Strategic Risk Register;
- (d) the approval of the year-end Annual Report and Accounts, the Annual Budget, College financial plans, forecasts, delegations and regulations;
- (e) Final consideration of the Annual Audit Report;
- (f) Acquisition and disposal of heritable property, subject to the approval of the Scottish Funding Council;
- (g) the appointment, extension of appointment, and removal of Board members subject to approval by the Chair of the Board and the Scottish Ministers;
- (h) monitoring the conduct of Board members and, where necessary taking such action as deemed appropriate;
- (i) the appointment and removal of the Principal, as well as the instigation of disciplinary action against the Principal;
- (j) The appointment and removal of the Board Secretary;
- (k) Approval of the Students' Association Constitution and Annual Budget for the Students' Association;
- (l) delegation of functions of the Board, including remits of the Committees;
- (m) the making, amendment and revocation of the Articles of Governance, this Scheme of Delegation, and the Standing Orders of the Board;

- (n) the acceptance of endowments, gifts of money, land or other property and determining their application to any of the activities which the Board has the power to carry on.

3. Delegations to the Chair of the Board

3.1 In exercising any delegated function the Chair will take into account:-

- (a) the legislation and any further provisions set out in the Articles of Governance or Scheme of Delegation of the Board;
- (b) guidance issued by the Scottish Ministers and/ or the SFC, including the Scottish Public Finance Manual and the Financial Memorandum with SFC;
- (c) any potential conflict of interest as explained in the Code of Conduct;
- (d) the provisions of The Ethical Standards in Public Life etc (Scotland) Act 2000 and the Code of Conduct adopted by the College.

3.2 Functions delegated to the Chair shall not be exercised by any other person acting in place of the Chair.

3.3 The Chair of the Board is authorised –

- (a) to take such measures as may be required in emergencies, subject to reporting to the relevant Committee or to the Board as soon as possible thereafter on any items for which approval of that Committee or the Board would normally be necessary;
- (b) to deal with urgent items of business after consultation with the Chair to the relevant Committee and with the Principal;
- (c) following Board approval to sign and date the Annual Report and Accounts (in terms of the accounts direction given by SFC under paragraph 18 of Schedule 2 to the 1992 Act), and other documents as may be required;
- (d) to represent the Board within the College and externally;
- (e) in the event of the Principal not being available, to act in the Principal's stead in fulfilling as required any function that may not be delegated to any other member of staff, with due regard to any relevant provisions in the Financial Memorandum;
- (f) to ensure that each Board member participates in an annual development meeting, facilitated by either the Chair or the Vice Chair;
- (g) to monitor, review and record the Principal's performance at least annually against the performance measures agreed by the Board;
- (h) to monitor, review and record the Board Secretary's performance at least annually against performance measures agreed by the Board;
- (i) to initiate action further to a decision of the Board to take disciplinary action against, or suspend, the Principal or Board Secretary;
- (j) to initiate action further to a decision of the Board to appoint a new Principal or Board Secretary.

4 Delegation to the Principal

4.1 The Principal, as Chief Executive of the College, is responsible for the management of the College subject to strategic and policy direction by the Board and the terms of any specific authority reserved to the Board.

4.2 In exercising any delegated function the Principal will take into account:-

- (a) the legislation and any further provisions set out in the Articles of Governance and this Scheme of Delegation of the Board from time-to-time in force;
- (b) guidance issued by the Scottish Ministers and/or the SFC, including the Scottish Public Finance Manual and the Financial Memorandum with SFC;
- (c) any potential conflict of interest as explained in the Code of Conduct;
- (d) the provisions of The Ethical Standards in Public Life etc (Scotland) Act 2000, the Code of Good Governance for Scotland's Colleges, and codes of conduct as may exist and be adopted from time to time.

4.3 General Management

- (a) to take such measures as may be required in emergencies subject to advising the Chair where possible and reporting to the appropriate Committee or to the Board as soon as possible thereafter on any items for which approval of the Committee or the Board would normally be necessary;
- (b) to delegate responsibilities to other members of staff as appropriate for the exercise of particular functions, while retaining overall responsibility to the Board for reporting on, and for performance against, the College's strategic objectives;
- (c) to engage the services of outside persons, firms or organisations and to enter into contracts and to sign all deeds and other documents binding the Board for all purposes except those where the power to engage such services is delegated to a Committee or is reserved to the Board;
- (d) to ensure the provision of courses as required by outside agencies and to negotiate appropriate charges thereof.

4.4 Staff Management

- (a) to determine an appropriate staff structure for the College and, where appropriate, consultation with representatives of recognised trade unions;
- (b) to consult and negotiate with representatives of recognised trade unions on behalf of the Board;
- (c) to represent the Board in negotiating and implementing conditions of service in relation to relevant College staff, including participation in National Bargaining;
- (d) to ensure appropriate procedures are in place for the human resources and organisational development of the College;
- (e) to establish any other procedures required for the orderly management of employees of the College.

4.5 Student Management

- (a) to arrange for the provision of appropriate curriculum and support services for students and clients;
- (b) to administer in accordance with any policy of the Board the provision to students of the College of financial or other assistance;
- (c) to set and amend as necessary the level of tuition fees, examination expenses, maintenance and contribution scales for all courses offered by the College and to waive or grant remission of such fees or expenses in accordance with guidelines set by the Board;

- (d) to authorise students, and to make grants to students, to enable them to attend courses and conferences and to undertake educational visits and excursions at home or abroad within the approved estimates and policies of the Board;
- (e) to take appropriate disciplinary action including expulsion against students in accordance with any policies of the Board;
- (f) to provide financial and other assistance to the Students' Association of the College within the terms of any scheme of establishment or policy of the Board.

4.6 Property Management

- (a) to allocate accommodation within the College in order to meet student and staff needs and to arrange for any necessary alterations or adaptations to College property;
- (b) to grant the use of College accommodation to outside bodies or persons for the purpose of holding meetings and functions on such terms and conditions as are reasonable in the circumstances and in accordance with any policies of the Board;
- (c) to apply to the appropriate authority for any necessary statutory consents.

4.7 Financial Management

- (a) to take personal responsibility for ensuring the proper and effective operation of financial, planning and management controls, and for giving effect to the Board's policies for securing the efficient, economical and effective management of all the College's income, assets and expenditure;
- (b) to act at all times in compliance with the Financial Memorandum with the SFC and the Scottish Public Finance Manual, and to follow the College's Financial Regulations taking particular account of the Delegated Financial limits;
- (c) enter into and negotiate contracts and other binding arrangements for the supply of goods and services (whether bought, leased, hired or otherwise acquired) to the College or to authorise another to enter into such contracts up to a value of the relevant EU Procurement threshold or Board approved budgetary limits and all in accordance with the College's financial regulations;
- (d) terminate contracts, when it is in the best interests of the College to do so;
- (e) to dispose of assets as set out in the Financial Regulations and in line with the requirements of the Scottish Public Finance Manual;
- (f) to take out any necessary insurances to protect the interests of the Board;
- (g) to spend public funds only for the purposes for which they were given and in accordance with any terms and conditions attached to them;
- (h) to arrange for presentation to the Board for approval an Annual Budget of income and expenditure, and to give regular updates on income and expenditure account, balance sheet and cash flow statements;
- (i) to arrange for the preparation, audit and presentation to the Board the Accounts following the end of each financial year in compliance with the requirements of the Accounts Direction and encompassing Audit Scotland and the Scottish Funding Council direction;
- (j) to report to the SFC should the Board adopt a policy or commission an action which is incompatible with the terms of the Financial Memorandum or the Scottish Public Finance Manual, or which would infringe the requirements of propriety or regularity, and to report to the Board in writing on such matters being considered, and advise the Board that, should it choose to continue with the policy

or action, then as accounting officer he or she must report the Board's intentions to SFC in writing.

4.8 Absence of the Principal

In the absence of the Principal, the Executive Team shall ensure that the essential functions and delegated authorities of the Principal are carried out with due regard to any relevant provisions of the Financial Memorandum or the Scottish Public Finance Manual.

After a period of four weeks unplanned continuous absence of the Principal, the Board shall designate a Vice Principal as the accountable officer for the duration of the Principal's absence, ensuring that the Scottish Funding Council is advised of such arrangements at the earliest opportunity.

5 Delegation to the Board Secretary

5.1 The Board Secretary has delegated authority to:

- (a) administer, circulate, retain and publish as appropriate the records of all Board and Committee business;
- (b) undertake appropriate actions to ensure that the Board is sufficiently informed of its obligations as defined in legislation, the terms and conditions of grant, the Scottish Public Finance Manual, the Code of Good Governance and the Standing Orders;
- (c) administer staff elections to the Board and act as Returning Officer;
- (d) act as Standards Officer in accordance with Advice on the Role of a Standards Officer (issued by the Standards Commission for Scotland);
- (e) maintain a register of interests as provided by the Code of Conduct so adopted by the Board;
- (f) maintain a register of members' attendance at Board and Committee meetings;
- (g) in accordance with the Code of Good Governance, report any unresolved concerns about the governance of the College to the Scottish Funding Council.

6. Delegation to Committees

The Board currently has five committees, these being:

- (a) Audit
- (b) Corporate Development
- (c) Learning, Teaching and Quality
- (d) Nominations
- (e) Remuneration

The Board approves the detailed remit and membership of each of these Committees. This information is available on the College website or from the Secretary.



West College Scotland

Students' Association

Constitution

Published: Version 1 July 2013
Version 2 August 2018
Version 3 August 2022

History of changes: August 2018
I. Revision of Officer roles
II. Enrolment of Sabbatical Officers
III. Revision of timescales and frequency

August 2022
I. Recognition of post Covid changes in learning environment – nominations and voting all completed online
II. Removal of reference to Women’s Officer post

Next Review: July 2027

Part II of the Education Act 1994 requires institutions to ‘take such steps as are reasonably practicable to secure that any students’ union for students at the establishment operates in a fair and democratic manner and is accountable for its finances’.

This constitution is a legal document that sets out the activities and procedures of the students’ association.

It provides a framework for the operation of the students’ association by:

- I. Defining what the association can or cannot do*
- II. Indicating how the executive can act on behalf of association members*
- III. Outlining how members can air their concerns*

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1. About the Student Association

1.1. Introduction

There shall be a students' association in the name of the Students' Association. For the rest of this document, this will be referred to as "the Association".

1.2. Aims and Objectives

The aims and objectives of the Association are:

- To advance the educational and social development of its members and students of the college as a whole.
- To represent the interests of its members and act as a channel of communication in dealing with the college and other bodies.
- To promote and protect the welfare of its members.
- To promote, encourage and co-ordinate student clubs, societies, sports, and social activities.
- To provide a mechanism for liaison with other Students' Associations or Unions.

These aims and objectives shall be practised without discrimination. This includes discrimination on the grounds of age, sex, race, religion, creed, sexual orientation, gender identity, disability, or medical condition, except that action may be taken to promote equality of opportunity.

The Association shall practice the above aims and objectives independent of any political party or religious organisation.

2. Membership

2.1. Membership of the Association

All students who are enrolled at West College Scotland and aged of 16 or over shall automatically become members of the Association unless they opt out of membership.

Any Sabbatical Officer (full-time or part-time) shall be a full member of the Association. At nomination they should be enrolled on a named programme at West College Scotland.

Enrolled students of the college under the age of 16 shall not be members of the Association but may participate in certain activities, as agreed by the relevant Committee. Students under the age of 16 will not be granted any card bearing the NUS logo.

Ordinary membership

- All enrolled students attending the College shall be deemed Ordinary Members of the Association. This includes all students regardless of mode of attendance.
- The only students **not** to be Ordinary members of the Association shall be those who choose to opt out of membership and contact the Student President in writing or are under the age of 16.
- All Ordinary Members should produce a student card when requested to do so by Officers or staff of the Association.

Associate Membership

- All members of the college staff and former students may become Associate Members of the Association.
- They may take part in the social, sporting and cultural activities of the Association.
- They have no voting rights in terms of the running of the Association and no right to attend, speak or participate in its meetings, except at the invitation of the Student President.
- The Students' Representative Council (SRC) on the recommendation of the Executive Committee shall determine the fee for Associate Membership.

2.2. Students' Association Roles

Student President

The term of office of the Student President shall be from 1st July in the present academic year until 31st July in the following academic year, unless the SA President elect is continuing for a second term, when the contract will run from 1st August until 31st July.

The Student President Elect will be in place from election date to 31st July (handover period). This final date may be extended upon consultation with the SRC and the Board of Management until the election of a new Student President the following academic year. The Student President may be employed on either a full time or part time basis which they must declare prior to election.

Elected members cannot hold Office as Student President and/or Vice President for more than 2 years in total, with re-election at the end of year 1.

Vice President

The term of office of the Vice President shall usually be from the date on which curriculum staff return to work following summer recess. The end date shall coincide with the final teaching date of the current academic session. This final date may be extended upon consultation with the SRC and the Board of Management. until the election of a new Student President the following academic year.

Elected members **cannot hold Office as Student President and/or Vice President for more than 2 years in total, with re-election at the end of 1 year.**

Committee Members

The committee members' roles shall be agreed by the elected Student President and the candidates prior to election of the Committee.

The remit of Committee Members shall include:

- To represent the views of students (in relation to their area of responsibility) to the Association and the College.
- To ensure the views and opinions are reflected throughout the whole of the Association's work.

- To promote all aspects of equality, diversity and inclusion.
- To provide a student's perspective on all matters concerning the Association and the College in their area of responsibility.
- To ensure there is a regular forum/group where students associated with their area of responsibility can meet.
- To liaise with NUS on campaigns related to their area of responsibility and attend relevant conferences on behalf of the Association.
- To establish and maintain contact with groups and organisations working on relevant issues.
- To promote the positive involvement of students in all areas of the Association's activities.
- To present reports to the relevant Committee.
- To carry out other duties as laid down by the Committee and Executive Committee.
- To act reasonably and prudently in all matters, and in the best interests of the Association.

2.3. Executive Committee

The Student President and Vice Presidents of the Association shall run the Association on a day-to-day basis according to the terms of this constitution, its schedules and appendices, relevant legislation and the decisions that have been made by Students' Representative Council and by referendum.

The Vice Presidents will act in the absence of the Executive Committee and shall work to build cross-campus links and co-ordinate campaigns.

The Executive Committee officers shall be made up of the following major Association officers, elected by a secret ballot that is open to all students of the College:

- President
- Vice President – Clydebank
- Vice President – Greenock Finnart Street and Waterfront
- Vice President – Paisley

The following list is suggestive of other Executive Committee Officers:

- Activities, Events and Fundraising
- Carers, Care Experienced and Vulnerable Groups
- Communications, Digital Media and Marketing
- Disabled Students
- Educational Improvement and Student Experience
- Estates and Infrastructure
- Health, Fitness and Wellbeing
- International Students
- LGBT+ Officer
- Student Parents
- Mature Students
- Vocational and Life-skills

Role

- Set the policy, campaigns and priorities of the Association.
- Amend the constitution and schedules as appropriate, subject to the approval of the Board of Management.
- Monitor and discuss the events and decisions of the formal college decision making bodies and to raise concerns of members to College management and the Board of Management.
- Elect delegates to attend appropriate conferences and events.
- Approve reports from committees and working parties.
- Monitor and oversee the finances and budgets of the Association.

The Executive Committee will meet at least 6 times per session with selected College representatives. The Chair will normally be the Student President. In addition, the Executive will have monthly meetings with the College Senior Manager who is nominated as the lead SA advisor. Meetings with other members of the Senior Management Team will take place on an ad hoc basis.

The dates of Executive Committee meetings shall be set by the Student President.

An emergency Executive Committee meeting may be called to discuss a particular issue if requested to the Chair in writing by at least one-third of the members of the Executive Committee.

For a meeting of the Executive Committee to be quorate and make decisions, at least one half of the eligible membership must be in attendance.

Members of the Association who are not members of the Executive Committee may attend meetings as observers and participate with the permission of the Chair.

If a vote is called by the Chair, members of Executive Committee, who are present at the meeting, shall be the only people permitted to cast a vote. The Chair will only vote in the event of a tie.

The Student President shall normally be responsible for publication of details of all Executive Committee agendas at least 3 working days before the meeting, and for ensuring minutes/points of action from previous meetings are provided timeously (within one working week from the date of the meeting).

2.4. Elections

Returning Officer

- The Returning Officer for the election shall be a trained member of staff, with interests in the Association's wellbeing.
- The Returning Officer can name appropriately trained persons to act as deputies or agents.
- The Returning Officer shall be responsible for the good and fair conduct of

elections in line with the Students' Association's election regulations.

Election Process

- Any enrolled student can stand for election unless such a person has held the office of Student President on two separate occasions or has opted out of membership of the Association or is not eligible for membership. Candidates must submit their signed nominations to the Returning Officer or his/her agents by the advertised deadline.
- Nominations are submitted via the link on the Student Intranet.
- Students may stand for election on completion of a nomination form signed by the candidate, and 1 proposer.
- Proposers must be current students
- Nomination forms will be acknowledged by the Returning Officer.
- The Returning Officer shall publicise via the Student Intranet the arrangements for Ordinary Members of the Association to vote.
- The Returning Officer shall ensure that all students have fair and reasonable access to vote no matter their time, place, or mode of study.
- The candidate with the most votes will be declared as elected in post
- There will be an opportunity for reopening nominations if needed.

Election Publicity

- The Returning Officer shall confirm the names of those seeking election and, where relevant, the campus location.
- Candidates must produce a manifesto statement of 250-300 words, which must be completed as part of the nomination process, and which will accompany any other promotional material.
- The Returning Officer, in association with the Marketing Department, will have responsibility for publicising the election across the college.

Campaigning

- Candidates may commence campaigning at the close of nominations.
- Candidates cannot use any communication materials that are not sanctioned by the election campaign pack.
- Each candidate will receive a budget to spend on election publicity.
- Receipts must be obtained before these expenses will be reimbursed.
- In the interests of fairness, candidates can only use posters/flyers printed by the College.
- The Returning Officer or his/her agent will refuse to print any poster/flyer deemed offensive, prejudicial, or inappropriate.
- The College will meet reasonable travelling expenses between campuses.
- Any candidate requiring an advance of funds should contact the Returning Officer.
- Each candidate will receive a reasonable supply of A5 flyers and A3 posters.
- Candidates are encouraged to use the Internet (including social media) to promote their campaigns. The Returning Officer must be informed in writing of the Internet address/addresses being used (including social media).

- Links to candidates' Internet pages will be available on the students' intranet.
- The Returning Officer will ask candidates to remove any content, either online or printed, deemed offensive, prejudicial, or inappropriate. Failure to remove such content after a request from Returning Officer may lead to disqualification of the candidate.
- Candidates' will be given a list of legitimate areas to display election posters. Any posters displayed in unauthorised areas will be taken down.
- Candidates cannot purchase alcohol as part of their election campaign.
- Candidates cannot distribute "freebies" etc. that would be unavailable to other candidates.
- Candidates are expected to act in a responsible and respectful manner to all nominees and election officials. Any non-appropriate behaviour could lead to a withdrawal from the election.

Dates and times

Student President - election process for the Student President shall commence no later than the week following the Spring break.

Vice Presidents and other Executive Committee Officers:

- The election of Vice Presidents and Executive Committee Officers shall take place in parallel with that of the Student President or no later than eight weeks from commencement of the new academic year.

Counting and Declaring votes

- The ballots cast will be counted after the close of elections.
- Results of the elections shall be declared by the Returning Officer when the count for each post has been completed and any complaint has been resolved to the satisfaction of the Returning Officer.
- A list of successful candidates will normally be posted at each site within one college day of the declaration of results. The Returning Officer should send a copy of the result to the Students' Representative Council, the College Board of Management, and the College Principal.
- The results will become official 2 working days after they have been posted provided that no complaint has been lodged with the Returning Officer within those 2 working days.

In the event of a complaint being received by the Returning Officer, the results will be suspended until the complaint has been resolved.

Complaints

In most instances, the decision of the Returning Officer shall be final.

In the case of an objection relating to the result of an election, a complaint shall be raised, in the first instance, with the Returning Officer. If the parties involved are not satisfied with the Returning Officer's decision, an appeal may be made to the College Principal. The decision of the College Principal is final.

3. Members Meetings

3.1. Students' Representative Council (SRC)

The returning officer shall ensure that student representatives are elected across all courses prior to the October break. These representatives will be invited to sit on the Student Representative Council. In cases where courses start at a different time of the year, student representatives will be elected at the first available opportunity.

There will be a minimum of two student forum meetings in each academic year. The forums will comprise of student representatives from class and course groups from each campus.

The meetings will give information to students on current topics and campaigns and will be a forum for students to share their views and raise any concerns.

Minutes and updates from the meetings will be made available for the whole student body.

3.2. General Meetings

A General Meeting must be held within 15 clear college working days of it being requested. The Association will call a General Meeting at the request of any one of the following:-

- The President
- The Executive Committee (EC)
- The Students' Representative Committee (SRC)
- Any 25 Ordinary Members of the Association

At least 10 clear college working days' notice shall be given for all General Meetings. The notice for each meeting will be placed on the Association notice boards in each campus. Notices of motions, bearing the name of the proposer and seconder, shall be submitted to the Association, in writing, not less than 5 college working days prior to the meeting at which it is proposed that they should be discussed.

All proposed amendments to the Constitution shall be intimated, in writing, to the Association not less than 5 clear working college days prior to the meeting at which it is proposed the amendments should be discussed. All amendments to the Constitution will be available at the Students' Association Office within each campus and sent to students on request.

The quorum for Ordinary and Special General Meetings shall be 30 full members of the Association. In the absence of a quorum, meetings shall stand adjourned. The business remaining to be discussed shall be dealt with as the first item at the next General Meeting.

All General Meetings shall be conducted according to the rules in this Constitution.

3.3. Liability of Members and Staff

All members of the Association and staff of the Association or West College Scotland who incur costs in the carrying out of their official duties on behalf of the Association will have reasonable expenses reimbursed. Members of staff will not be liable for any loss, damage or misfortune that occurs in the carrying out of their duties.

3.4. Expulsion of Members

Any elected Officer of the Association shall be removed from office if one of the following occurs:

- Failure to attend or submit apologies to three consecutive meetings of the relevant Campus Committee or Executive Committee. In this case, the officer in question shall be deemed to have resigned from office.
- If any Officer is handed a petition containing the name, course and signature of at least 75 students who are members of the Association calling for an officer to be removed from office, the Officer in question must take this to the next quorate meeting of the Executive Committee to vote in favour of this action taking place. In all circumstances, the Officer in question shall have the right of reply before any vote is taken.

The Executive Committee can expel any member of the Association, including any Officer, on the following grounds:

- Their conduct is such that it is bringing the Association into disrepute. The person concerned shall have the right to be heard prior to the Executive Committee making a decision.

Any member so expelled shall have a right of appeal to the SRC. This must be made in writing within 14 days of the decision of the Executive Committee and addressed to the Association.

In the event of a no confidence vote being passed by the SRC on any member of that Council, he/she shall be deemed to have resigned. The person concerned shall have a right to be heard prior to the SRC reaching a decision.

The Executive Committee shall have the power to recommend to the SRC that any Executive Officer of the Association is removed and replaced if:

- they miss three consecutive meetings without reasonable cause,
- their conduct is such that it brings the Association into disrepute,
- they are failing to carry out the duties assigned to them by the Constitution or by either the SRC or General Meeting.

4. Activities

4.1. Clubs and Societies

Clubs and societies may be recognised by the Executive Committee provided that they meet the requirements set out in this Constitution and do not breach the Association's aims and objectives.

4.2. Affiliation

The Association may decide through referenda to affiliate to external organisations.

Each year, the President and Vice Presidents shall provide details of all affiliations to external organisations, including names of the organisations and each affiliation fee paid.

Affiliations to External Organisations

To affiliate to an external organisation a petition signed by at least 150 members of the Association must be presented to the Student President or a Vice President.

The Association will then hold a referendum in accordance with the Referendum section of this Constitution. A further referendum on the same affiliation cannot be called in the same academic year.

Disaffiliation from External Organisation

In the event of an objection to a current affiliation to any external organisation, a petition signed by at least 150 members of the Association must be presented to the Student President or a Vice President.

The Association will then hold a referendum in accordance with the Referendum section of this Constitution. A further referendum on the same affiliation cannot be called in the same academic year.

4.3. Referendum

A referendum, in which all members are allowed to vote, shall be held on any issue if the Executive Committee decides by a two-thirds majority to call a referendum. The Student President shall call a referendum if he/she is handed a petition detailing the issue and containing the name, course, and signature of at least 150 students who are members of the Association.

A referendum shall be held within ten to twenty college days of a referendum being called. The Returning Officer shall be responsible for deciding the wording of the question on the referendum ballot paper and for publicising the details of the question being asked.

The referendum shall be supervised by the Returning Officer. Voting shall be open for a minimum of three college days.

The result of a referendum will take priority over any existing Association policy on the same issue.

Complaints

Any complaints relating to the conduct of the referendum shall be directed to the Returning Officer or his/her agent.

In the case of complaints, students will have the opportunity to make representation to the Returning Officer. Any decision made by the Returning Officer shall be final, with the exception of a complaint relating to the result of a referendum.

In the case of a complaint to the result of a referendum, a complaint shall be made in the first instance to the Returning Officer. If parties involved are not satisfied with the Returning Officer's decision, an appeal may be made to the College Principal. The decision of the College Principal shall be final.

5. General Practices

5.1. Code of Practice, Disciplinary and Complaints Procedure

The Executive Committee have put in place a Code of Practice, a Disciplinary and a Complaints procedure which is available to students who are not satisfied with their dealings with the Association.

If a student feels that they have been unfairly dealt with by the Association or that they have been unfairly disadvantaged by opting out of the Association membership, then they will have an opportunity to address the matter through the procedures outlined below:

- All complaints should be dealt with promptly and fairly. The informal procedures outlined in point (2) below, should, in normal circumstances, be stated within 5 college working days and completed as soon as is practicable.
 - At all times, the principles of Natural Justice should be followed.
 - Both sides of the case should be heard
 - A person involved in the complaint should not be involved in the investigation.
 - The Association must, at all times, act within the powers it possesses by virtue of legislation and the Constitution.
1. All the rules for meetings of the Association as contained in the Constitution shall be adhered to. Repeated breaches of the rules will result in disciplinary action and may ultimately lead to expulsion by the processes described in the Constitution.
 2. Any complaint concerning Members of the Association shall be made, in the first instance, to the Student President who shall endeavour to resolve the matter to the satisfaction of the complainant.
 3. The person complaining, and the person the complaint relates to, shall have a right to be heard by the Executive Committee prior to it reaching a decision.
 4. The right of appeal contained in the Constitution shall apply to all complaints.
 5. Matters that are covered by this procedure would include:

- Disorderly behaviour.
 - Damage to the Association's or other member's property.
 - Disorderly behaviour or damage to University of the West of Scotland Students' Union (*reciprocal agreement*) by either the Ordinary Member or their guest.
 - Anti-social behaviour.
 - Involvement in criminal activities.
 - Any other activity that may bring the Association into disrepute.
 - Breaches of the Equal Opportunity Policy of the Association.
6. Any student, who breaches the College Code of Discipline, and, as a result, is removed from their course, shall automatically cease to be a Member of the Association. This does not affect their right to be represented or assisted by the Association during the College Disciplinary Procedure and in any consequent litigation. This will be at the discretion of the SRC.
 7. Any complaint relating to an employee of the Association or a member of College staff who works for or is seconded to the Association shall be made to the Student President in the first instance.
 8. Complaints regarding Association staff shall be dealt with in the same manner as for the members outlined in this document.
 9. Where the complaint relates to College staff, then the matter will be pursued by the Student President who will inform the Head of Quality of West College Scotland.
 10. All members and staff of the Association shall not discriminate, or be discriminated against, on the basis of their:
 - Age
 - Ethnic Origins
 - Medical Status
 - Physical Appearance
 - Religion
 - Sexuality and Gender Identity
 - Disability
 - Marital Status
 - Political Affiliation
 - Race
 - Sex
 - Social Class
 11. The Students' Representative Council shall have the power to add or delete items at their discretion.
 12. The anti-discriminatory policy applies to all clubs and societies set up and recognised by the Association.

13. In the event of a member not being satisfied with the Association's handling of a complaint or believing that the Association has been biased, prejudiced or unfair in its treatment, they shall have a right of appeal to the appropriate Vice Principal of the College whose decision on the matter shall be final.
14. In the event of 13 above, the complainant will have the right to be heard prior to a decision being made.
15. None of the procedures outlined above limit in any way the civil rights of students.

5.2. Amendments

The Executive Committee shall be the only body to propose amendments to this Constitution. All proposed amendments will be subject to the approval of the College Board of Management before they can be implemented.

All amendments to the Constitution shall require the support of a minimum of two-thirds of the members present and entitled to vote at a quorate meeting of the Executive Committee.

The Constitution shall be reviewed by the Association and the College Board of Management at least every 3 years from the date of the current document's implementation.

5.3. Finance

The Association shall receive appropriate funds from the College to enable it to effectively pursue its aims and objectives.

The Student President and Vice Presidents shall supervise all Association finances and ensure that proper financial records are maintained. The Executive Committee shall be responsible for overseeing and approving the annual budget, accounts and all other financial reports.

Any member of the Executive Committee will receive expenses for costs incurred whilst on Association business.

Expenses must be approved in advance and must be authorised by a member of the Executive Committee, who must not be the person claiming the cash.

The Student President shall have the power to vire expenditure of up to £300 between budget heads, subject to the ratification of the SRC and provided the total expenditure does not exceed the overall budget total.

This power can only be exercised a maximum of 4 times in one financial year. A copy of the Association's budget and audited accounts shall be given to the Board of Management each financial year and be made publicly available. The financial year of the Association shall run from **1st August to 31st July**.

5.4. Minutes

At all meetings of the Association, minutes shall be taken which shall be circulated and any necessary corrections made at the next appropriate meeting. Confirmed minutes shall be filed and made available to the student body.

A copy of this Constitution, including any amendments, and any plans or reports on the Association’s activities, including the budget, shall be made available.

All meetings of the Association shall be considered open to all members of the Association. However, the members of the meeting may vote to hold a specific meeting or an item of a meeting in private.

5.5. Interpretation

In the event of a challenge to the interpretation of any part of this Constitution, a ruling by agreement of the Student President and Vice Presidents shall be sought.

In the event of a challenge to the Student President and Vice Presidents ruling, the decision shall be taken to the Executive Committee.

If a member of the Association remains dissatisfied with the ruling of the Executive Committee, they may appeal to the College Board of Management. The ruling of the College Board of Management shall be final.

Constitution 2022

6. Signatures

Liz Connolly
Principal and Chief Executive

Date

Abbie McGrath
President Student Association

Date

Witness

Date

Witness

Date

APPENDIX A

President Student Association

Primary Objectives

- To work in partnership with other Associations and external bodies, to improve the quality of the experience for all students at West College Scotland.
- To represent the students on college committees, including attending and participating in meetings of the Board of Management.
- With other Associations and external bodies, to jointly lead the Association and represent the college at a national level.

Main Objectives

- To develop a strong Students' Association representing all students enrolled at West College Scotland.
- To build and maintain a positive and high profile for the Students' Association and encourage students to get involved.
- To work to mainstream the activity, policies, and ethos of the Students' Association within the life and work of the college.
- To convene jointly and chair meetings of the Executive Committee with the Vice Presidents.
- To attend meetings of the Board of Management and other committees and report back to the Association.
- To visit each campus regularly.
- To work with the College to produce an annual development plan.
- To produce, alongside the Vice Presidents, an annual operational plan for the Association prior to the start of each academic year.
- To actively promote equality issues and to work closely with the Association's Equalities Officers.
- To act as an advocate for students.
- To contribute directly to the development and awareness of College policies and procedures which impact on students.
- To ensure that feedback from students is acted upon, and that actions are communicated effectively to students.
- To lead charity fundraising, social and sporting events within the College.
- To organise welfare and awareness-raising campaigns.
- To liaise with the National Union of Students (NUS) and attend conferences and training events as required.
- With the Vice Presidents, manage the Association's finances and expenditure.
- To undertake staff development (CPD).
- To work within all College procedures, including health and safety, equal opportunities, and safeguarding.
- In partnership with the Vice Presidents, provide regular updates to the Board of Management on the work of the Association and provide an annual report at the end of the year.
- To undertake other reasonable duties laid down by the Executive Committee.

Vice President

- To support the Student President to improve the quality of the experience for all students at West College Scotland.
- To deputise as appropriate for the Student President.
- To build and maintain a positive and high profile for the Association and encourage students to get involved.
- To represent all students and act as an advocate.
- To contribute directly to the development and awareness of College policies and procedures which impact on students.
- To ensure that feedback from students is acted upon, and that actions are fed back timeously and appropriately.
- To work to mainstream the activity, policies, and ethos of the Association within the life and work of the College.
- To work with relevant college staff to plan and co-ordinate the recruitment, training, support, organisation, and activity of Class Representatives.
- To promote all aspects of equality, diversity, and inclusion.
- To support charity fundraising, social and sporting events within the College.
- To support welfare and awareness-raising campaigns.
- To liaise with the National Union of Students (NUS) and attend conferences and training events as required.
- To develop and monitor an annual WCS SA operational plan for the Association prior to the start of each academic year.

Meeting	Board of Management
Date	10 October 2022
Location	Greenock Campus
Title of Paper	Sustainability Strategy
Presented By	Amy McDonald Vice Principal Operations
Recommendation to Members	For Approval
Appendix Attached	Yes A: Sustainability Strategy

PURPOSE

This paper provides the Board of Management with the College Sustainability Strategy for review and approval. The Strategy was initially considered by the 22 September 2022, Corporate Development Committee. Several changes were suggested by members of the Committee and these have been incorporated into the attached revised document.

In answering the global climate change challenge, the College has previously delivered a Carbon Management Plan which aimed to reduce the overall level of carbon emissions. The climate challenge facing the College and wider society is far greater than just the reduction in carbon emissions and the attached Strategy aims to widen the scope of the Colleges response to the climate challenge.

The paper is presented in line with Corporate Development Committee Terms of Reference:

'To consider and advise the Board of Management on the development and implementation of College policy and strategy, including but not limited to the following areas:

- *Estate*
- *Carbon management and sustainability'*

The paper is submitted *For Approval*.

1. Context

- 1.1 In May 2021 Scottish colleges came together to support a new, ground-breaking statement of commitment on the Climate Emergency.
- 1.2 The [Scottish Colleges' Statement of Commitment on the Climate Emergency](#) highlights how college staff and students are working together to achieve a more sustainable future for Scotland. It includes ten key actions, which have been developed to support Scotland's efforts to achieve net-zero climate emissions by 2045, and Scotland's colleges are aiming to achieve net-zero by 2040, or earlier. The statement was released by College Development Network after collaboration with EAUC-Scotland, Colleges Scotland, Scottish Funding Council, and a wide range of Scottish colleges.
- 1.3 To address the ten key aims noted in the Scottish Colleges' Statement of Commitment on the Climate Emergency, the College should look to develop and implement a wider Sustainability Strategy which looks to embed the ten key aims whilst adopting the majority of the UK HE/FE Climate Commission's 'Climate Action Roadmap for FE Colleges' actions.
- 1.4 The College Sustainability Strategy embeds the ten key aims along with adopting the main actions from the Roadmap. The Strategy will create a Sustainability Oversight Group chaired by the Principal and will draw membership from both staff, student, and union representatives.
- 1.5 The Strategy contains five objectives with a high-level delivery plan for each objective being noted within the Strategy. The five objectives are:
 - Leadership and Governance
 - Teaching and Learning
 - Estates and Operations
 - Partnerships and Engagement
 - Carbon reduction and data collection
- 1.6 A member of SMT has been assigned to lead on each objective.
- 1.7 The College is already undertaking work to address the main aims identified within the Scottish Colleges Statement of Commitment and by adopting the attached Strategy will be further enhancing the delivery of the following key aims:

- Embed environmental sustainability in our institutional strategies and set measurable targets.
- Encourage, where appropriate, colleges to adopt the UK HE/FE Climate Commission's '[Climate Action Roadmap for FE Colleges](#)'.

1.8 Further key aims are addressed through other College Strategies such as the Procurement Strategy where:

- Each college will publish action plans to address on-campus and supply chain emissions, setting out what steps they will take over a five-year horizon and beyond where possible, and what they aim to achieve to address the climate emergency.

1.9 College Development Network have also released a video which shows the challenges we face and how the FE sector can address these. The video can be viewed [here](#).

2. FINANCIAL IMPLICATIONS

2.1 There are financial implications associated with this paper which are yet unsubstantiated in relation to the cost of delivering the strategy. Significant investment will be required in the estate, which the College is unable to fund, to reach the net zero objective of the College. It is hoped that the upcoming release of the SFC Infrastructure Strategy will assist in obtaining the required funding.

2.2 The College will require to ensure that all estate related projects mitigate the impact on the climate and an element of estate maintenance funding will require to be directed to sustainability projects.

3. STUDENT EXPERIENCE

3.1 The student experience will be enhanced by the implementation of this strategy. The strategy builds upon the good work undertaken in alerting our students to the challenges faced by climate change. It is noted that further work can be done to embed this work further into the learning and teaching undertaken by the College.

4. HUMAN RESOURCES IMPLICATIONS

4.1 There are human resource implications associated with this paper. The requirement to increase the level of training to all staff may impact upon staff development budget.

5. LEGAL IMPLICATIONS

- 5.1 There are limited legal implications associated with this paper. There are currently no legislation implications of not implementing the Strategy, but it requires to be noted that this may not be the case going forward.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational implications for the College in not adopting such a Strategy. The College would be seen as not contributing to the climate change challenge and the 'green credentials' of the institution would be damaged. It is expected that students and staff going forward may look at the ethical and green credentials of the employer before accepting a place with them.

7. COMMUNITY/PARTNERSHIP IMPACT

- 7.1 There are community implications associated with this paper. In line with the reputational implications of not implementing the Strategy, where the College looks to collaborate with partners there are now more cases where the College is being requested to state that it has a Sustainability Strategy and that it is being implemented.

8. EQUALITIES IMPLICATIONS

- 8.1 There are no equality implications associated with this paper.

9. ENVIRONMENT IMPLICATIONS

- 9.1 There are environmental implications associated with this paper as noted above.

RECOMMENDATION

The Board of Management is invited to consider and approve the Sustainability Strategy.

Policy & Procedure	Sustainability Strategy
Policy Area	Infrastructure
Version Number	01
Approving Committee	Board of Management
Date of Approval	10 October 2022
Date of Equality Impact Assessment	
Date of Review	31 July 2023
Responsible Senior Manager	Principal

History of Amendments

Date	Version/Pages/Sections Affected	Summary of changes
October 2022	1	Primary Strategy document approved by the Board of Management

Policy Statement

The Sustainability Strategy identifies our vision and commitment for making West College Scotland a more sustainable place to study and work. As part of the Scottish Colleges' Statement of Commitment on the Climate Emergency, West College Scotland has pledged to reach a net zero target by 2040, five years ahead of the Scottish Government target.

Equality Statement

The College is committed to providing equal opportunities to ensure its students, staff, customers, and visitors are treated equally regardless of gender reassignment, race, religion, or belief; disability; age; marriage and civil partnerships; pregnancy and maternity; sexual orientation; sex.

Please note this document is available in other formats, to request another format please email info@wcs.ac.uk

West College Scotland Sustainability Strategy



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1. Introduction

- 1.1 Educational institutions exist to address and assist in addressing the big questions – and there is no bigger question than how we build a sustainable planet.
- 1.2 This is the greatest single challenge facing humankind and this Strategy puts sustainability right at the heart of everything we do at West College Scotland. Our ambition now is to become a leading light in the sector across all our activities.
- 1.3 This Strategy has been co-created with students, lecturers, professional services staff, partners, and stakeholders. These groups have been brought together by our resolute Sustainability Team, to set out our vision for a more hopeful and sustainable planet: a future where we are one of the most sustainable colleges in Scotland.
- 1.4 Inspired by this vision we are going to build a place that provides leadership and learning about the biggest challenges that we as humanity must face together.
- 1.5 At a time when CO2 emissions are [seeing their largest growth in absolute terms with a 6% increase in emissions to 36.3 billion tonnes forecast to rise by the second highest annual amount on record](#), and at a time of mass extinction and loss of biodiversity, it is time for ambition and hope.
- 1.6 Yet it is also time for realism and a focus on results. The College recognises that this is a far-reaching Strategy which contains well thought out [aspirational](#) targets and an action plan for delivering strategic sustainability successes. These [aspirational](#) targets are what is required to achieve the [Scottish Government's objectives](#) of being net zero by 2040 for indirect emissions and that public sector buildings will be decarbonised by 2038. The Board of Management realise that it will be particularly challenging to achieve these targets whilst operating in the current funding regime.

- 1.7 The College would like to prioritise the estate funding it receives towards ensuring that the organisation plays its part in providing a cleaner more sustainable environment to our students, [staff and wider community members](#). However, this aim must be weighed up against the need to provide a safe and secure environment for our students to learn in [and staff to work in](#).
- 1.8 The College will continue to implement, where possible, the targets set out in this Strategy whilst at the same time continuing to lobby both the Scottish Funding Council and Scottish Government for assistance. The long awaited SFC College Infrastructure Strategy will hopefully provide a direction of travel and assistance in securing the required funding. The College has already recognised in its Estate Strategy that significant investment is required in the College estate to address the aging nature of the estate but also to address the [College](#) sustainability targets ~~of the College~~ as it moves forward.
- 1.9 I hope you will join me in bringing this Strategy to life. You can get involved by following the links to calls to action within the College's sustainability [web](#) pages. I look forward to collaborating with you to create a greener and sustainable College for a better world.

Liz Connolly

Principal and Chief Executive

2. Executive Summary

VISION

To be one of the most sustainable colleges in Scotland

PURPOSE

Our strategic goal is for West College Scotland to be one of the most sustainable colleges in Scotland. We will show leadership in demonstrating and promoting all forms of environmental, social, and economic sustainability at a local, regional, and national level.

OBJECTIVES

This Strategy contains five high-level objectives that we will realise through key aims and a detailed operation plan:

1. Leadership and Governance
2. Teaching and Learning
3. Estates and Operations
4. Partnerships and Engagement
5. Carbon Reduction and Data Collection

2.1 All five of the College objectives directly support the realisation of the 17 United Nations Sustainable Development Goals ([SDGs](#)) that enable positive environmental, social, and economic development.

2.2 Click the links below to find out more information in relation to each goal.

(1) Leadership and Governance



(2) Teaching and Learning



(3) Estates and Operations



(4) Partnership and Engagement



(5) Carbon Reduction and Data



3. Background and Operating Context

The College

- 3.1 West College Scotland, as an incorporated College in Scotland, is a public body constituted under statute and a Scottish charity (SC021185), designated as a Regional College in August 2013 under the Post-16 Education (Scotland) Act 2013. The constitution and proceedings of the Board of Management are determined by Schedule 2 to the Further and Higher Education (Scotland) Act 1992, as amended (the 1992 Act). Its powers are determined by Section 12 of the 1992 Act, as amended.
- 3.2 The core purpose of the College is the provision of further and higher education in the Renfrewshire, Inverclyde, and West Dunbartonshire regions. West College Scotland delivers education programmes on a full-time and part-time basis to over 20,000 students annually.
- 3.3 Responding directly to stark warnings from the Intergovernmental Panel on Climate Change, the Scottish Government declared a climate emergency in 2019, and pledged to speed up efforts to achieve zero greenhouse gas emissions.
- 3.4 Scotland's college principals recognise the urgency and extent of the climate emergency. They are committed to tackling the challenges it presents by collaborating with staff and students, [the Scottish Funding Council](#) and with the Scottish Government and stakeholders, to ensure that colleges contribute to achieving net zero greenhouse gas emissions, and a more sustainable future for Scotland.
- 3.5 West College Scotland have committed to implementing the [Climate Action Roadmap for FE Colleges](#). The objectives and actions presented in this Strategy are based upon the roadmap but have been tailored to the aims and aspirations of West College Scotland.

- 3.6 Colleges are unique in being well placed to influence local communities. We are civic anchor points, bringing communities together by providing local hubs for people to meet and offering campus amenities that are affordable for the people in the local area. Colleges will have a significant role in helping local communities to adapt to climate change, and to build their resilience around its impact.
- 3.7 We have a long established and successful history in social inclusion and widening access to education. Colleges support individuals of all ages and backgrounds to gain skills and qualifications, helping the most disadvantaged and furthest from the labour market - people who may not otherwise have opportunities to gain experience about and engage with environmental sustainability.
- 3.8 We will equip our students and wider communities with expertise and life skills which are essential to tackling climate change. Our students are at the heart all that we do, and they are well placed to demonstrate our commitment to educating a next generation of leaders with knowledge and understanding of climate change issues. We are committed to working in partnership with [the sStudent aAssociations](#) as part of the wider efforts to tackle the climate emergency on campus, as well as connecting student and staff mental health and wellbeing to our environmental work and climate change actions. Colleges are instrumental in making the link between the wellbeing of whole-college and wider communities, the environment, and climate change actions.
- 3.9 Our colleges play a significant role in supporting lifelong learning, by providing flexible learning Pathways and have the potential to reach deep into their local communities and stimulate positive change. This has never been more necessary. Across the full range of academic disciplines, Scotland's colleges have the capacity to find practical solutions to climate change.

- 3.10 We will set an example by committing to meaningful emission-reduction targets, by reducing waste and maximising recycling and by addressing the UN's [Sustainable Development Goals](#) in our ~~College institutional~~ strategies. We will take a collaborative approach to addressing these challenges, collaborating with each other, and with our partners and stakeholders, to cut our emissions further, reduce waste and promote positive behaviours in relation to environmental sustainability across our ~~C~~college and wider communities.
- 3.11 As part of the journey in delivering the Sustainability Strategy a financial overview and impact assessment will be required. This assessment will be able to assess the costs if the current Strategy were to be delivered in full. ~~£~~To have the highest sustainability impact, this is likely to run to many ~~many~~ millions of pounds when the estates costs are considered. There are however ~~a number of~~[several](#) measures which also need to be considered in how environmental impacts can be offset - this balanced approach is necessary as for example costs of heating and lighting will always be necessary however what are the ways energy consumption [can be](#) reduced and/or offset.

The College Estate

- 3.12 At merger in 2013 West College Scotland operated from seventeen buildings which occupied a space of approximately 81,000 square meters across eight main locations within the local authority areas of Renfrewshire, West Dunbartonshire, and Inverclyde. Many of these buildings were in poor condition and through the implementation of the College [Estate Strategy 2016-2026](#), the number has reduced to 12 and the occupied space now stands at approximately 77,000 square meters (a 5% reduction). Given these buildings were in poor condition the saving on energy emissions has been more than the 5% space saving.
- 3.13 Independent condition surveys of the College buildings have been undertaken with the latest being in 2019. The aim of the surveys was to establish the condition of the principal college buildings and the cost of bringing the buildings to an acceptable

standard (Condition B – Sound, operationally safe, and exhibiting only minor deterioration) over a 5-year period and in years 6 to 10 and years 11 to 20. The surveys were also used to inform the College Estate Strategy and the development of the Outline Business Cases for the Paisley and Greenock campuses.

3.14 The 2019 survey indicated that over the next 5 years the College should be investing £42.5m to achieve a condition status of B, with a total investment of £152.5m required over the next 20 years to maintain the College building stock at this rating.

3.15 The table below indicates the level of investment required per campus compared to the availability of Scottish Funding Council funding to address this requirement:

	2015 Survey £'m	2017 Survey £'m	2019 Survey £'m
Years 1 to 5	25.8	48.3	42.4
Years 6 to 10	7.0	12.7	39.9
Sub total	32.8	61.0	82.3
Years 11 to 20	14.0	N/A	70.2
Total Investment over 20 Years	46.8	N/A	152.5
Total SFC funding available to College sector in 2020-21			34.2
Size of estate (m2)	80,903		74,540

3.16 The table shows that the College estate is aging and requires significant investment to bring it up to condition B. This presents a significant challenge to the delivery of the carbon reduction target noted in this plan, as the buildings age the ability of the College to influence the level of carbon reduction reduces.

Energy Certificates

3.17 The College maintains energy performance certificates for its buildings. The ratings, however, were disappointing but it was acknowledged that this was to do with the building standards that existed during construction.

3.18 The College ratings are as follows:

Campus	Building	Rating	Score	Date Assessed
Clydebank	Queens Quay	C+	35	10 Nov 2008
Paisley	Oakshaw & Renfrew	E+	70	01 Nov 2009
Paisley	Renfrew North	C	39	02 Nov 2009
Paisley	ICE Building	B+	17	12 Aug 2011
Greenock	Finnart	D	56	22 May 2009
Greenock	Finnart Workshop	F+	81	22 May 2009
Greenock	Waterfront	E+	70	4 June 2009

Sustainability Strategy

3.19 This Strategy supports the continuation and enhancement of practises developed during the previous Strategy and lessons learned to date through the global pandemic. It recognises that in adopting changes that have arisen in our operating environment over the recent period in particular - as a permanent shift in approach, can bring significant benefits to the College. Taking this methodology further, the Strategy aims to provide for further innovation in college operations and curriculum activity, all of which will be undertaken in conjunction with curricular colleagues to support changes in teaching and learning pedagogy and improving outcomes.

3.20 The objectives detailed in this document are intended to be broad and flexible, to allow for the dynamic trends and unforeseen change that the period of the Strategy may witness. Specific and measurable targets will flow from this Strategy with an annual update report made to the Corporate Development Committee.

College Strategic Priorities

- 3.21 Our vision of '[Collective Ambition](#)' to be a vibrant and dynamic College – providing excellent education, training opportunities and services for our students, customers, and communities' will be achieved by implementing the College's four Strategic Priorities.



Personalisation: Delivering the skills solutions that employers seek and the learning outcomes students want in a way that suits their individual needs.

Collaboration: Building the immersive relationships to create new learning pathways and delivery partnerships that best support our students, communities, and businesses.

Agile and Adaptive: Developing the specialist delivery capabilities to respond to shifts in demand and seize new opportunities quickly.

Digital: Ensuring that the College has the capacity and capabilities to keep pace with technological advancements to deliver for students and employers

Contextual Information

3.22 This Strategy recognises and aims to compliment other national, college sector, and West College Scotland strategies, to create a hierarchy from the strategic to the operational levels. As can be seen, this positions the College Sustainability Strategy at the more operational range within this context.



4. Strategic Aims and Objectives

4.1 Within each of the strategic aims identified, a variety of objectives exist, and coupled with the targeted outcomes, will form the basis of measurement to identify what success will look like during each annual reporting cycle.

4.2 Our five strategic ~~objectives aims~~ cover:

1. Leadership and Governance
2. Teaching and Learning
3. Estates and Operations
4. Partnerships and Engagement
5. Carbon reduction and data collection

4.3 The lead for each strategic ~~objective aim~~ will be:

- Leadership and Governance – Principal and Chief Executive
- Teaching and Learning – Vice Principal Educational Leadership
- Estates and Operations – Vice Principal Operations
- Partnerships and Engagement – Director of Communications, Policy, and Engagement
- Carbon Reduction and Data Collection – Director of Finance

1 - Leadership and Governance

To provide the leadership and governance framework to ensure that the strategic aims and objectives are implemented

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
Corporate Plan		(1) Revise the corporate strategy to include the environmental ambitions of the College	Revise College Corporate Strategy to fully reflect the College objective of being a net zero carbon emitter by 2040.	N/A	Principal	31 December 2022
Corporate Plan		(2) Establish an annual Sustainability Strategy Budget	Based on the College net zero target, establish a ring-fenced budget to implement all College strategies to reduce the College carbon footprint and improve its environmental impact.	Medium	Director of Finance	Annually by 31 July
Agile and Adaptive	Managing for resilience	(3) Report to College Board of Management on net-zero targets and sustainability ambitions	Provide annual report to the Board of Management on Sustainability strategy objectives and net-zero-target.	N/A	Principal	Annually by 31 December
Agile and Adaptive	Managing for resilience	(4) Provide quarterly sustainability report to Corporate Development Committee	Quarterly Sustainability Report to Corporate Development Committee outlining the work conducted to deliver Sustainability Strategy Objectives. The report will include agreed KPI's including: <ul style="list-style-type: none"> ○ Achievement of net zero target 	N/A	Director of Finance	Each quarter

1 - Leadership and Governance

To provide the leadership and governance framework to ensure that the strategic aims and objectives are implemented

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
			<ul style="list-style-type: none"> ○ Cumulative carbon reduction target of 40% ○ Quarterly and annual reporting cycle complied with 			
Agile and Adaptive	Managing for resilience	(5) Review the Colleges ambition to achieve net zero and sustainability strategy targets	At an annual SMT meeting the College will review its ambition to achieve net zero and its sustainability strategy targets. This review will consider the Scottish Governments ambition to achieve net-zero climate emissions by 2045 or earlier, if possible, with Scotland's colleges aiming to achieve net-zero by 2040 or earlier.	High	Principal / Chair of the Board	Annual in February each year in advance of the budget setting process
Agile and Adaptive	Managing for resilience	(6) Issue statement of sustainability strategy intent	Board of Management to issue a statement of intent clearly showing the Board's accountability for delivering on sustainability agenda and net zero commitment	N/A	The Board of Management	31 December 2022
Agile and Adaptive	Managing for resilience	(7) Introduce standing agenda item as part of the SMT/BoM meeting schedule	To consider raising the profile of the sustainability agenda as part of the Senior Management Team and Board of Management: by having a standing agenda item on how the College is delivering its net zero target/environmental objectives	N/A	Chair of the Board / Principal	31 December 2022

1 - Leadership and Governance

To provide the leadership and governance framework to ensure that the strategic aims and objectives are implemented

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
Collaboration	Immersive Partnerships	(8) Establish a College Sustainability Oversight Group	Establish a College Sustainability Oversight Group of around ten people to be chaired by the Principal. The group will meet at least three times per year and will be responsible for overseeing the delivery of college sustainability initiatives	N/A	Principal	31 December 2022
Collaboration	Immersive Partnerships	(9) Gather College views on climate change and sustainability challenges	Develop an online survey for annual distribution to students and staff to allow the College to gather views on sustainability issues. The results will be used as part of the annual review of the sustainability strategy.	N/A	Director of Communication, Policy, and Engagement	Annually by 31 December
Agile and Adaptive	Manging for Resilience	(10) Publish results of progress towards achieving the College's net zero target on the website	Based on the annual SMT / Board of Management review, a report will be published annually on the Colleges progress to achieving its net zero target including its 40% carbon reduction by 2027 and net zero by 2040. This report will be published annually on the College website.	N/A	Director of Communication, Policy, and Engagement	Annually by January each year
Agile and Adaptive	Manging for Resilience	(11) Establish an annual calendar of events schedule	Establish and promote via the sustainability webpage, an annual calendar of events schedule to allow staff and students to fully participate in the Colleges sustainability agenda.	N/A	Sustainability Officer	Annually by 31 July each year

1 - Leadership and Governance

To provide the leadership and governance framework to ensure that the strategic aims and objectives are implemented

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
Agile and Adaptive	Utilising specialist capabilities	(12) Incorporate climate responsibility and sustainability into staff development programme	Sustainability Officer to work with College HR & OD Team to incorporate climate responsibility and sustainability into staff development programme, including induction, CPD, and promotion and award ceremonies.	Low	Director of Organisational Development and HR	31 July 2023

2 – Teaching and Learning

To promote and raise awareness of teaching and learning that provides students and staff with relevant sustainability literacy.

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
Personalisation	Enabling Learners to achieve outcomes	(13) Implement online sustainability module for staff to undertake	To incorporate the sustainability training module developed by CDN / LFSS module into the annual staff development plan.	Low	Director of Organisational Development &HR	31 July 2023
Personalisation	Enabling Learners to achieve outcomes	(14) Investigate whether Sustainability Module can be incorporated into student induction pack	To investigate whether the Module can be incorporated into student induction pack.	Low	Head of Student Services	31 August 2024
Personalisation	Enabling Learners to achieve outcomes	(15) Audit College curriculum against the UN Sustainable Development Goals	To undertake an annual audit of the College curriculum against the relevant UN Sustainable Development Goals An audit outcome report to be provided to Sustainability Oversight Group.	N/A	Vice Principal Educational Leadership	Annually by 31 October
Personalisation	Enabling Learners to achieve outcomes	(16) Develop curriculum action plan to support UN Sustainable Development Goals	Based on the audit action output report, a curriculum development action plan will be created to promote the incorporation of the UN Sustainable development goals into future teaching practice.	Low	Vice Principal Educational Leadership	Annually by 31 January

2 – Teaching and Learning

To promote and raise awareness of teaching and learning that provides students and staff with relevant sustainability literacy.

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
Personalisation	Developing bespoke solution, fast	(17) To review curriculum portfolio and incorporate specific courses on sustainable practices	To actively encourage curriculum teams to develop and incorporate specific courses on sustainable practices into future curriculum planning e.g., Construction Department to offer furniture making, repair and restoring course.	Low	Vice Principal Educational Leadership	Annually January 2023 onwards
Collaboration	Immersive Partnerships	(18) Annually participate in the Global Goals Teach In	Participate in the Global Goals Teach In: an annual week-long campaign delivered by Students Organising for Sustainability that asks college lecturers to embed the sustainable development goals into their teaching for a week.	N/A	Vice Principal Educational Leadership	Annually 31 March 2023 onwards

3 – Estates and Operations

To measure the environmental impacts of a range of the College's estates-based activities to establish baselines against which targets for improvement can be set.

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
Agile and Adaptive	Managing for Resilience	(35) Identify opportunities to reduce energy use	Conduct a bi-annual energy walk-around to identify opportunities to reduce energy use on each campus. Report on potential opportunities for energy reductions and seek project funding to implement report recommendations.	N/A	Head of Estates	31 July 2023 then annually
Agile and Adaptive	Managing for Resilience	(36) Introduce a Heating and Cooling Policy	Devise a Heating and Cooling Policy for adoption across all college campuses. Policy to be reviewed annually to ensure thresholds are set correctly.	N/A	Head of Estates	31 December 2022
Agile and Adaptive	Managing for Resilience	(37) Run continuous campaign to reduce electricity consumption	Initiate campaign to reduce electricity consumption through switching off lights, reducing use of computers and other energy saving initiatives.	N/A	Director of Communication, Policy, and Engagement	31 July 2023 then annually
Agile and Adaptive	Managing for Resilience	(38) Establish a programme of potential retrofit projects	Projects to be identified in conjunction with Estate Team and Ryden utilising condition survey and other reports. To be presented annually as part of estate budget submission to ensure sufficient funding directed to sustainability issues.	Medium	Head of Estates	31 January 2023 then annually

3 – Estates and Operations

To measure the environmental impacts of a range of the College's estates-based activities to establish baselines against which targets for improvement can be set.

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
Collaboration	Immersive Partnerships	(39) Improve the level of College wide reporting on the impact of climate change	Through the development of the web site and newsletters, ensure that the level of reporting to the wider College community on how much energy has been saved and the impact of the organisation's carbon footprint is increased annually. To consider other mediums for improving the level of external and wider communications of the impact of climate change.	N/A	Sustainability Officer	By 31 January annually
Agile and Adaptive	Managing for Resilience	(20) Connection to Clydebank District Heating System	Undertake a feasibility study to review cost benefit analysis of connection to Clydebank District Heating System incorporating liaison with WD Council on costs and investigate alternative funding opportunities including NDEE framework.	High	Vice Principal Operations	31 December 2022
Agile and Adaptive	Managing for Resilience	(21) Collate data on college recycling and waste reduction activities and devise a College Waste Policy to include	Set and implement targets to reduce waste in the College including the following milestone activities: <ul style="list-style-type: none"> Estate Managers to check and confirm that recycling and food waste bins are available in all college buildings with 	N/A	Vice Principal Operations	31 July 2023

3 – Estates and Operations

To measure the environmental impacts of a range of the College’s estates-based activities to establish baselines against which targets for improvement can be set.

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
		future waste reduction targets	<p>appropriate signage detailing how these should be used.</p> <ul style="list-style-type: none"> • Head of Estates to discontinue the purchasing of individual use plastics for catering use. • Director of Finance to collect data on the use and waste of plastic and paper. • Director of Finance to devise and submit College Waste Policy to SMT for approval. • Sustainability Officer to implement requirements of the Deposit Return Scheme. 			
Agile and Adaptive	Managing for Resilience	(22) Introduce a system for staff and students to donate unwanted goods to keep items in circulation	<p>Create a College ‘Goods for Free’ page for staff and students to access. It is hoped this will:</p> <ul style="list-style-type: none"> ○ Promote the Circular Economy and keep items in use. ○ Prevent waste. ○ Benefit society. 	N/A	Director of Communication, Policy, and Engagement	31 October 2022

3 – Estates and Operations

To measure the environmental impacts of a range of the College’s estates-based activities to establish baselines against which targets for improvement can be set.

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
Estate Strategy		(23) Modify College Estate Strategy in-line with net zero target	Vice Principal Operations and Estates Team to work in conjunction with Sustainability Oversight Group to modify the College’s Estate Strategy in-line with net zero target. This may include introducing space optimisation measures to avoid building new buildings; implementing refurbishment measures to improve energy / water / waste efficiency; making sure new buildings are compliant with Scottish Future Trusts Net Zero Public Sector Buildings Standard.	N/A	Vice Principal Operations	31 December 2022
Agile and Adaptive	Managing for Resilience	(24) Update Travel and Subsistence Procedure to reflect the Colleges net zero target	Revise Travel and Subsistence Procedure with the aim being: <ul style="list-style-type: none"> to reduce airplane travel and conduct long-distance business virtually where possible to promote active travel including cycling 	N/A	Director of Organisational Development and HR	31 July 2023

3 – Estates and Operations

To measure the environmental impacts of a range of the College’s estates-based activities to establish baselines against which targets for improvement can be set.

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
			<ul style="list-style-type: none"> to reduce campus travel and promote / invest in video conferencing as primary choice 			
Agile and Adaptive	Managing for Resilience	(25) Review water management of the College estate to identify water saving projects	<p>Conduct annual water audits to identify potential leaks and improvements:</p> <ul style="list-style-type: none"> savings are achievable if water-saving devices (waterless urinals, push taps, water-efficient showerheads, leak detection) are in place throughout the College. review water management of the entire estate to produce water and money-saving projects and make greater use of boreholes. set targets for reduction over a fixed period once review data are available. 	Low	Head of Estates	Annually 31 July
Agile and Adaptive	Managing for Resilience	(26) Identify areas within the College estate to develop biodiversity management	Identify areas within the College estate to develop biodiversity such as bird feeding areas, plant trees, grow your own fruit/vegetable.	Low	Head of Estates	31 July 2023

4 – Partnerships and Engagements

To develop long term sustainable external partnerships to share the challenges faced in addressing a net zero commitment

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
Collaboration	Immersive Partnerships	(27) Establish climate action network with local councils / chambers of commerce	Contact local councils / chambers of commerce / Community Planning Partnerships to establish a local climate action network, which can implement initiatives across the region to combat climate change or look to join existing network that already exists.	N/A	Principal	31 July 2023
Collaboration	Immersive Partnerships	(28) Create a sustainability communication strategy to engage with and inspire the college community to 'do their bit'	Engage with the Marketing Team to ensure that there is a regular flow of information to engage and inspire the College community to 'do their bit' including: <ul style="list-style-type: none"> ○ create, maintain, and enhance an environmental webpage. ○ develop a sustainability communications strategy to plan regular events as well as produce constant 'drip-fed' information to college stakeholders. 	N/A	Director of Communication, Policy, and Engagement	31 Oct 2022

4 – Partnerships and Engagements

To develop long term sustainable external partnerships to share the challenges faced in addressing a net zero commitment

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
Agile and Adaptive	Manging for Resilience	(29) Increase visibility of college commitment to the sustainability challenge	Increase visibility of college commitment to the sustainability challenge through: <ul style="list-style-type: none"> • Explore opportunities to apply for Green Gown Award(s), CDN which recognise exceptional sustainability initiatives in colleges and universities • Sustainability Oversight Group to oversee award application process and to put forward awards to be considered. 	N/A	Principal	Annually January 2023 onwards
Corporate Plan		(30) Sign the Sustainable Development Goals Accord	College Principal sign the Sustainable Development Goals Accord. Once signed the College will require to submit an annual update report.		Principal	31 July 2023
Agile and Adaptive	Manging for Resilience	(31) College to review the sustainable nature of the food products it purchases	To review and report to the sustainability oversight group on how sustainable the food products within the College catering facilities are (consider number of vegetarian/vegan options available, food miles, and seasonality). The report to include recommendations that may involve implementation of 'Meatless Monday' menu.	N/A	Head of Estates	31 July 2023

5 – Carbon Reduction and Data Collection

To gain a better understanding of the carbon outputs of the College and how to improve reporting of these

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
Data	Using Data	(32) Acquire knowledge and skills on how to measure the college's carbon footprint	Sustainability Oversight Group to undertake annual training to ensure that they acquire the necessary knowledge to allow them to oversee the implementation of the strategy. This may include training from the Sustainability Officer, EAUC and other relevant agencies.	N/A	Sustainability Officer	31 July 2023
Data	Using Data	(33) Reduce overall College emissions by 40% by 2027	Through the monitoring and implementation of the Sustainability Strategy the College aims to build upon the substantial cumulative reduction it has achieved to date and achieve a 40% reduction by 2027	High	Principal	31 July 2027
Data	Using Data	(34) Record procurement purchases in line with the annual Public Bodies Climate Change Duties Reporting	To update College annual report to include procurement emissions using the HESCET tool or resources available via APUC. The College Procurement Team to produce an action plan to reduce the overall procurement emissions which will include:	Low	Procurement Manager	By July 2023 annually

5 – Carbon Reduction and Data Collection

To gain a better understanding of the carbon outputs of the College and how to improve reporting of these

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date
			<ul style="list-style-type: none">• reducing and consolidate the number of frequent orders• use of local suppliers where possible• encourage second hand purchasing and repairs were possible			

4. Performance Management, Reporting and Governance

Performance Management

- 4.1 Specific SMART targets will be set out in the annual Sustainability Operational Plan, having been derived and extrapolated from the objectives/~~targets~~ set out in Section 3. The Operational Plan will be adapted considering any additional influencing factors present at that time. Performance will be measured against the targets detailed in the Operational Plan, through recording of updates and progress through the Pentana system.

Sustainability Oversight Group

- 4.2 A Sustainability Oversight Group ~~will be set up is one option~~ to take forward the delivery of the Sustainability Strategy. ~~if this was to be set up it is proposed t~~The Group ~~will~~ be chaired by the Principal and will have representation from key College stakeholders that include the Board of Management, professional services staff, teaching staff, Student Association, and the Trade Unions. ~~for example.~~
- 4.3 A more practical option ~~will~~ be to ~~ensure that embed~~ sustainability ~~is embedded into~~ all College activities going forward – everything the College does has an environmental impact – this recognition and learning by staff helps to ~~grow the understanding of what the~~ ~~better the~~ impact of ~~the~~ Colleges actions ~~are~~ and starts the consideration on how environmental impacts can be reduced. ~~This is the preferred option to start the process of real change and ensure that sustainability is fully embraced and embedded in business as usual activity.~~
- 4.4 ~~The Overall~~ Sustainability Oversight ~~Group~~ will ~~necessary to~~:
- a) Monitor the College's work in respect of sustainable development and climate change to ensure compliance with relevant statutory duties, with reference to the Sustainability Strategy.
 - b) ~~Ensure that all A~~ annual reporting ~~requirements are undertaken will be necessary~~ to ensure the delivery of the Strategy. Responding to the Scottish Funding Council, Scottish Government and other relevant bodies regarding sustainable

development and climate change issues, including reporting on Scotland's Climate Change Duties Report as required.

- c) Promote awareness of the need for sustainability within the College and wider community.

- 4.5 The Sustainability ~~Strategy Oversight~~ will be reviewed annually to consider an annual Sustainability Operational Plan which looks to implement the aims and objectives as per section 3 above.

Estates Management Team

- 4.6 The Estate Management Team is responsible for:
- Instilling within the wider Estates Team the values and beliefs set out in this Strategy.
 - For interpreting it at an operational level.
 - For creating an appropriate departmental culture.
 - For effectively using the skills and competencies of our staff.
 - For taking an executive role in the Strategy implementation.

Senior Management Team

- 4.7 Senior Management Team (SMT) support and management is critical to delivering the Sustainability Strategy, particularly within the areas of cross-college collaboration, funding, control of technical diversity, and compliance.

Reporting

- 4.8 The West College Scotland Sustainability Oversight Group will monitor and review progress of the Sustainability Strategy. Feedback will be provided in relation to any aspects which touch upon or influence the Strategy to ensure it remains responsive to end user and curricular needs. The Group will communicate progress and make recommendations for change to the Senior Management Team (SMT) and the Corporate Development Committee where appropriate.

Governance

- 4.87 SMT will receive regular quarterly reports on the overall status of the Sustainability Strategy.

- 4.98 The Corporate Development Committee will receive regular monitoring reports in accordance with its meeting cycle. An annual update on progress in relation to the Sustainability Strategy will also be provided.

5. People Planning

- 5.1 The College has a People Strategy in place with established policies and procedures to support this in relation to Staff Development, Training and CPDR (Continuing Professional Development Review) procedures which the Sustainability Oversight Group will continue to access as required.
- 5.2 It is recognised that the climate challenge landscape is both changing rapidly and extremely dynamic and therefore requires constant vigilance and an ever-evolving skillset to ensure that the College remains well positioned to address the matter. The College sustainability structure, operations and resource will therefore be kept under continuous review to ensure the service is in the best position to meet these challenges.
- 5.3 The provision of specific sustainability training is also recognised in this Strategy and will require to be addressed.
- The Strategy will determine the corporate sustainability direction of travel, and within the lifetime of the Strategy, emerging technologies will be identified, and any training need associated with these will be recognised and considered.
 - Training will be co-ordinated to ensure that skills and expertise gained will not be underutilised and therefore meets current and emerging business need through the life of this Strategy.
 - An appropriate budget will be set to ensure training can be provided where required and in advance of need.
 - The provision of free training by suppliers will be taken up whenever possible.
 - Individual training need will be identified as part of the CPDR process.

6. Summary

- 6.1 The Sustainability Strategy is published to provide a 'road map' of intended direction and objectives in relation the provision, operation, and development of West College Scotland's Sustainability Strategy, resources, and services.
- 6.2 In preparing this Strategy, the College has reflected upon progress achieved through implementation of the previous strategies and policies, the impact of the Covid-19 pandemic and the ever-increasing challenge of climate change, to inform all that we do and a push towards the delivery of sustainable services for both students and staff. This Strategy complements and integrates with all other College strategies and ensures the drivers and principles that shape overall service provision are always at the fore.
- 6.3 We will also ensure that appropriate staffing resources are in place, are continually developed, and will adapt to meet the ever-evolving requirements to fulfil the Strategy aims and objectives.

7. Review

- 7.1 It is recognised that the [Sustainability](#) landscape is currently changing at a significant pace. For that reason, the Sustainability Oversight Group will annually review the strategic aims and update these to reflect any changes in both legislative and good practice initiatives.
- 7.2 An annual update report will be provided to the Corporate Development Committee.
- 7.3 Where these changes impact the [Sustainability](#) Strategy ~~strategic~~ objectives, the [revised](#) Sustainability Strategy will be referred to the Board of Management for approval.

APPENDIX A – Sustainability and Corporate Social Responsibility Statement

As a largescale educator and employer, West College Scotland enjoys a prominent regional and national profile. The College recognises and accepts a special responsibility for sustainable development and corporate social responsibility across its activities.

OUR BUSINESS

West College Scotland conducts its business in an ethical way, always protecting the College's reputation. We work with businesses and organisations, which provide the College with important commercial income through the purchase of training, development, and other products.

Before engaging with any third-party West College Scotland will undertake due diligence to ensure any formal or informal associations with business, commercial, financial, or voluntary organisations are socially responsible and align with our Strategic Objectives; that they promote educational, economic, social, or cultural opportunities to our students, staff, and local communities; and that they support the regional economy.

OUR STUDENTS

As a socially responsible organisation, West College Scotland accepts a special duty for the safety, care, and wellbeing of all our students.

Half of our support students are from amongst the 20 per cent most deprived communities in Scotland. We understand that a portion of our students will have issues surrounding family breakdown, generational unemployment, poverty, and mental health. We respond to these by providing professional services, including Time4U (West College Scotland's free counselling service).

Our Corporate Parenting Team supports looked-after young people at College, care-leavers, and care-experienced students. In March 2018, our College became the first in the UK to take the [Stand-Alone Pledge](#). This commits us to promoting greater awareness of and support for students who are estranged from their families.

The College has a range of initiatives and interventions designed to safeguard students, including those with protected characteristics, as defined by the **Equality Act 2010**.

OUR STAFF

West College Scotland is one of the largest employers in the West Region and recognises a duty of care to the teaching and other professional staff who work for us. Their health and wellbeing are a major organisational priority.

The College is a proud recipient of the Healthy Working Lives (HWL) Gold Award and uses HWL's programmes and framework to provide a multi-layered response to the needs of our employees, including physical and mental health. Through events, initiatives and CPD activities, the College promotes a healthy lifestyle to all staff.

We are committed to equality, diversity and inclusion and support an EDI manager and active committee. We are also committed to an open and honest culture, so that all staff feel comfortable questioning and challenging senior management.

The Poverty Alliance has awarded the College the **Living Wage Employer Mark**. We are also an accredited **Disability Confident Employer** and a **Carer Positive Employer**.

OUR ENVIRONMENT

West College Scotland is committed to environmental sustainability, where the needs of the present do not compromise the ability of future generations to meet their own needs. We are committed to the dual ethos of sustainability and responsible global citizenship. We recognise that various activities may have effects on sustainability, and as a result we will ensure legislative compliance and where practicable, exceed this minimum requirement by incorporating sound sustainability management practices throughout all aspects of College operations. The College strives to embed sustainability through knowledge, engagement, collaboration, and innovation. The College is committed

The **Climate Change (Scotland) Act 2009** imposes on Scottish public bodies certain responsibilities to tackle climate change. The College has an approved **Sustainability Strategy** which is designed address the 17 UN Sustainable Development Goals and to reduce our carbon footprint through the reduction of emissions, by recycling materials and improving energy efficiency.

Our approach is supported through procurement policies, staff awareness-raising efforts, the management of our estate and a commitment to reduce staff travel.

APPENDIX B - Glossary

KEY WORD	DEFINITION
Climate change	Changes in the large-scale, long-term shift in the planet's weather patterns and average temperatures. For more information on climate change and what causes it, visit the Met Office web page.
Climate emergency	The situation in which urgent action is needed to reduce or halt climate change to avoid catastrophic environmental damage, and its effects on people and communities.
Carbon footprint	The amount of carbon dioxide released into the atmosphere because of the activities of an individual, organisation, or community. 'Carbon' is used as a shorthand to also include other greenhouse gases (e.g., methane and nitrous oxide) which cause climate change.
Net zero	Achieving an overall balance between emissions produced and taken out of the atmosphere. Achieving a balance between the carbon emitted into the atmosphere, and the carbon removed from it. This balance – or net zero – will happen when the amount of carbon we add to the atmosphere is no more than the amount removed.
Biodiversity	The variety of life on Earth in all its forms and interactions. Biodiversity on earth is being lost at an alarming rate. This loss of species and natural systems threatens the food we eat, the water we drink, and the air we breathe.
Environmental sustainability	Maintaining or 'sustaining' the environment by protecting natural resources and preventing damage through climate change.

Scope 1, 2, and 3

Scope 1, 2, and 3 are distinct categories of emissions. Scope 1 emissions are those directly under a college's control (e.g., from cars owned by the college). Scope 2 are indirect emissions (meaning the college does not directly control them) from electricity purchased by the college. Scope 3 emissions are all other indirect emissions from activities of the college, including travel to and from college, emissions from waste and water, and emissions from investments. Scope 3 is usually the largest category of emissions.

APPENDIX C - Equality Impact Assessment

Name of policy/procedure/decision: Sustainability Strategy

Provide a summary of the aims of the policy/procedure/decision and main activities:

This Strategy sets out how WCS aim to improve environmental performance across business activities. It sets out operational targets, and lines of responsibility.

Assessed by: A Ritchie

Date: 28 July 2022

This stage establishes whether a policy, procedure or decision will have a differential impact from an equality perspective on people who share protected characteristics or whether it is “equality neutral” (i.e., have no effect either positive or negative).

The protected characteristics are age, disability, gender reassignment, pregnancy or maternity, race, religion or belief, sex, and sexual orientation.

1. Who will benefit from this (students/staff/stakeholders)? Is there likely to be a positive impact on people who share protected characteristics, and if so, how? Or is it clear at this stage that it will be equality “neutral”? i.e., will not have a differential impact on any equality group/s?

This Strategy is not directly relevant to the College’s statutory duty to advance equality, eliminate discrimination and promote good relations. It can be described as equality neutral, that is, its anticipated benefits will not affect people differently because of their protected characteristics.

2. Is there likely to be an adverse impact on people who share protected characteristics? If so, who may be affected and why? Or is it clear at this stage that it will be equality “neutral”?

It is not likely that there will be an adverse impact on people who share protected characteristics.

3. What action will you take to ensure that you are monitoring the impact of this Policy?

The process to measure the environmental impact is contained within the Strategy.

Meeting	Board of Management
Date	10 October 2022
Location	Greenock Campus
Title of Paper	Financial Regulations
Presented By	Amy McDonald Vice Principal Operations
Recommendation to Members	For Approval
Appendix Attached	Yes A: Financial Regulations

PURPOSE

The College has undertaken a review of the Financial Regulations based upon current operations and best practice. This report presents an updated set of College Financial Regulations which have been revised on this basis.

The 6 September 2022 Corporate Development Committee undertook a review of the Financial Regulations based upon current operations and best practice. The Corporate Development Committee recommended the Financial Regulations (Appendix A) for approval by the Board of Management.

The paper is presented in line with Corporate Development Committee Terms of Reference:

'To review College Financial Regulations on an annual basis, or more frequently if required and recommend these to the Board of Management for approval.'

The paper is submitted *For Approval*.

1. CONTEXT

1. The Financial Regulations

- 1.1 The College has undertaken a review of the Financial Regulations based upon current operations and best practice.
- 1.2 A tracked change version of the Financial Regulations is attached for the Board of Managements reference with the following proposed changes being noted:

- **Page 13 – Board of Management’s financial responsibilities**

The list of financial responsibilities included determining tuition fees. The Scheme of Delegation has delegated this matter to the Principal hence the list has been updated to remove this item.

- **Page 52 – Finance System Authorisation Levels**

The authorisation table has been updated to reflect the actual operation of purchase order authorisation on the finance system.

Summary of Changes

- Table previously noted that Corporate Development Committee and Board would approve orders on the finance system above £250,000. This has been removed.
- The internal levels of PO authorisation have also been amended to reflect working practices.

- **Page 56 – Quotations and Tenders**

Based upon the Board’s objective of reviewing items at a strategic level and in line with the operations of other colleges, the proposal is to increase the level at which a procurement contract is presented to the Corporate Development Committee and/or Board of Management.

Previously the College would present any contract over £250,000 for Committee / Board approval. In discussion with other colleges and Wylie & Bisset (internal auditors) it is felt that increasing this level to £500,000 will not increase the procurement risk.

The College has several mitigating factors in relation to procurement activity, namely active budget monitoring through finance system, APUC shared service procurement staff and positive assurance from internal audit reviews of finance and procurement activities.

Summary of Changes

- Level at which contracts can be approved by College increased from £250,000 to £500,000
 - Contracts between £50,001 and £500,000 to be approved by two from Principal / Vice Principal / Director of Finance
 - Contracts more than £500,000 will be approved by either the Corporate Development Committee or Board of Management depending on timing.
- **Page, section, and paragraph numbering**
 - Director of Infrastructure position has been replaced by, in most cases, Vice Principal Operations.
 - To be updated once the document revisions have been concluded.

2. FINANCIAL IMPLICATIONS

2.1. There are no financial implications associated with this paper.

3. STUDENT EXPERIENCE

3.1. There are no student experience implications associated with this paper.

4. HUMAN RESOURCES IMPLICATIONS

4.1. There are no human resource implications associated with this paper.

5. LEGAL IMPLICATIONS

5.1. There are no legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1. There are no community implications associated with this paper.

7. COMMUNITY/PARTNERSHIP IMPACT

7.1. There are no community implications associated with this paper.

8. EQUALITIES IMPLICATIONS

8.1. There are no equality implications associated with this paper.

9. ENVIRONMENT IMPLICATIONS

9.1. There are no environmental implications associated with this paper.

RECOMMENDATION

The Board of Management are requested to consider and approve the College Finance Regulations.

Policy & Procedure	Financial Regulations
Policy Area	Finance
Version Number	15
Approving Committee	Board of Management
Date of Approval	September 2022
Date of Equality Impact Assessment	September 2021
Date of Next Review	September 2023
Responsible Senior Manager	Director of Finance

History of Amendments

Date	Version	Summary of changes
November 2019	11	Updated to current operating procedures and clarification of procurement operations.
August 2020	12	Changes to reflect new structure and updated operating procedures
March 2021	13	Revised Committee structure names amended; links to documents updated
September 2021	14	Updates to Procurement and Petty Cash sections; links updated; Seven Principles of Public Life updated to Nine.
September 2022	15	<u>Contract thresholds, staff titles and links to documents updated.</u>

Policy Statement

The current approved version of the College Financial regulations is published on the West College Scotland staff intranet. Any revised version becomes effective as soon as it is published on the staff intranet.

Template documents and procedures associated with these Regulations can be accessed through the staff intranet.

Equality Statement

The College is committed to providing equal opportunities to ensure students, staff, customers and visitors are treated equally regardless of gender reassignment, race, religion or belief; disability; age; marriage and civil partnerships; pregnancy and maternity; sexual orientation; sex.

Please note this document is available in other formats, which can be requested by sending an email to [the Director of Finance \(alan.ritchie@wcs.ac.uk\)](mailto:alan.ritchie@wcs.ac.uk) – ~~finance@wcs.ac.uk~~

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Relevant Documents and Organisations

Noted below are several documents and organisations referred to throughout the Financial Regulations. The relevant weblink is also included to ensure the most up to date documents are available to the users of these Regulations.

Relevant Documents	
FM	SFC Financial Memorandum with Fundable Bodies in the College Sector http://www.sfc.ac.uk/web/FILES/Guidance_Governance/Financial_Memorandum_with_the_College_Sector_-_1_December_2014.pdf
FReM	Financial Reporting Manual https://www.gov.uk/government/publications/government-financial-reporting-manual-2020-21
SPFM	Scottish Public Finance Manual https://www.gov.scot/Topics/Government/Finance/spfm/Intro
Audit Code	Audit Scotland Code of Audit Practice https://www.nao.org.uk/code-audit-practice/wp-content/uploads/sites/29/2020/01/Code_of_audit_practice_2020.pdf
SORP	Statement of Recommended Practice (SORP): Accounting for Further and Higher Educational Institutions Statement of recommended practice 2019 (universitiesuk.ac.uk)
Risk Management Strategy	College Risk Management Strategy risk-management-strategy-v30-final2-4221.pdf (westcollegescotland.ac.uk)
Whistleblowing Policy	Public Interest Disclosure (Whistleblowing) Policy and Procedure https://www.westcollegescotland.ac.uk/media/151856/public-interest-disclosure-policy-and-procedure-approved-sept-2017.pdf
Procurement Journey	Scottish Government Procurement Journey https://www.procurementjourney.scot/
Procurement Thresholds	Procurement Thresholds Procurement - Procurement Thresholds for Work (westcollegescotland.ac.uk)
Relevant Organisations	
SFC	Scottish Further and Higher Education Funding Council http://www.sfc.ac.uk/
ONS	UK Office of National Statistics https://www.ons.gov.uk/
SG	Scottish Government https://www.gov.scot/
OSCR	Office of Scottish Charity Regulator https://www.oscr.org.uk/

A GENERAL PROVISIONS

1 Introduction

- 1.1** The College was created under the provisions of the Further and Higher Education Act (Scotland) 1992 and was designated a Regional College under the Post-16 Education (Scotland) Act 2013. The College structure of governance is laid down in the instrument and articles of government, which may only be amended by application to the First Minister for Scotland. The College is accountable through its Board of Management which has ultimate responsibility for the effectiveness of its management and administration.
- 1.2** The College is an exempt charity by virtue of the Charities and Trustees Investment (Scotland) Act 2005. The College charity number is SCO21185 as registered with the Office of the Scottish Charity Regulator (OSCR).
- 1.3** The Scottish Funding Council (SFC) is the national strategic body which is responsible for funding teaching and learning provision, research and other activities in Scotland's colleges, universities, and higher education institutions.
- 1.4** The Financial Memorandum between the SFC and the College sets out the terms and conditions under which grant funding is made available. The Board of Management is responsible for ensuring that SFC conditions of grant are met. As part of this process, the College must adhere to the SFC's Regional Outcome Agreement (ROA); the SFC Financial Memorandum (FM); the Scottish Government's Scottish Public Finance Manual (SPFM) (except where any special actions or derogations have been agreed with Scottish Ministers) and the SFC's Audit Code of Practice, which requires sound systems of financial and management control. The Financial Regulations of the College form part of this overall system of accountability and control and more information on wider regulatory documents is contained in Section 2.7.

2 Financial Regulations – Status and Context

- 2.1** To conduct business effectively, the College needs to ensure that it has sound financial management systems in place and that these systems are strictly adhered to. Part of this process is the establishment of Financial Regulations which set out the financial policies of the College.
- 2.2** The purpose of the Financial Regulations is to provide control over the totality of College resources and provide management with assurances that these are being properly applied in an accountable manner which:
- Maintains financial sustainability.
 - Achieves value for money.
 - Fulfils the responsibility for the provision of effective financial controls over the use of public funds.
 - Ensures compliance with all relevant legislation.
 - Safeguards the assets of the College.
- 2.3** The Financial Regulations of the College form part of the overall organisational system of accountability and are subordinate to the College's instruments and articles of government and to any restrictions contained within the SFC FM. The SFC's interpretation of the FM will be final.
- 2.4** Compliance with College Financial Regulations is compulsory for all College staff, members of the Board of Management and members of Board of Management Committees. Any non-compliance with the Financial Regulations may be subject to disciplinary action. The Board of Management will be notified of such breaches as required through the Audit Committee.
- 2.5** The Corporate Development Committee is responsible for reviewing the College Financial Regulations, through the Director of Finance, and for advising the Board of Management of any changes necessary.

2.6 In exceptional circumstances the Corporate Development Committee may authorise a departure from the detailed provisions herein. Such departure must be reported to the Board of Management at the earliest opportunity.

2.7 The Financial Regulations should be read in conjunction with relevant guidance on accountability and propriety issued by the following bodies:

- The SFC – Financial Memorandum; Regional Outcome Agreement and wider funding guidance.
- Audit Scotland – Audit Code of Practice; Internal Audit Manual.
- National Audit Office or the Scottish Parliament Public Audit and Post-legislative Scrutiny Committee.
- The UK Government - Financial Reporting Manual.
- SORP Board - Statement of Recommended Practice (SORP): Accounting for Further and Higher Educational Institutions.
- Scottish Government – Scottish Public Finance Manual.

Page 8 of this document provides links to the relevant guidance issued by these bodies.

B CORPORATE GOVERNANCE

3 The Board of Management

3.1 The Board of Management will meet the principles of good governance set out in the Good Governance Code for Scotland's Colleges, and the wider principles identified within these Financial Regulations.

3.2 The Board of Management is responsible for the management and administration of the College to ensure the provision of education that meets the needs of students, communities, and partners. College financial responsibilities are to ensure that:

- Public funds are used in accordance with relevant legislation, the requirements of the SFC Financial Memorandum and for the purpose(s) which they are intended. Strategic, capital, and other grant funding should only be used for the purposes for which it is provided by SFC.
- Subject to any legal requirement to observe confidentiality, the College will be open and transparent with the SFC and other stakeholders, and will give, or be prepared to give, a public justification of its decisions in relation to the use of public funds.
- The College strives to achieve best value and is economical, efficient, and effective in the use of public funding.
- There is effective planning and delivery of the institution's activities in accordance with its mission and its Regional Outcome Agreement agreed with SFC.
- The College plans and manages its activities to remain sustainable and financially viable. A College is being managed on a sustainable basis if, year on year, it generates enough income to cover its costs and allow for maintenance of and investment in its infrastructure (physical, human, and intellectual) at a level which enables it to maintain adaptive capacity necessary to meet future demands.
- The College has a sound system of internal management and control, including an audit committee, an effective internal audit service, and adequate procedures to prevent fraud or bribery.
- The College has an effective policy of risk management and risk management arrangements.

- The College has regular, timely, accurate and adequate information to monitor performance and account for the use of public funds. Such information will be made available to SFC on request, as necessary, for the exercise of its functions and to gain assurance.
- The College is engaged actively in continuously enhancing the quality of its activities and involves students and other stakeholders in these processes.

3.3 The Board of Management’s financial responsibilities are also to:

- approve the College strategic plan and SFC Regional Outcome Agreement.
- approve the annual audit report and financial statements.
- appoint, grade, and determine the pay and conditions of service of the Principal.
- approve the appointment of the internal audit service.
- approve an annual budget, financial plans, and regulations.
- approve the acquisition and disposal of property, subject the SFC approval.
- ~~determine tuition fees.~~

4 The Principal and Chief Executive

4.1 The Principal is accountable directly to the Board of Management for the proper conduct of the College's affairs. The Principal is also accountable directly to the SFC's Accountable Officer for the College's proper use of funds deriving from Scottish Ministers and compliance with the requirements of the SFC's Financial Memorandum. The Principal may be required to justify any of the College's financial matters to the Scottish Parliament Public Audit and Post-Legislative Scrutiny Committee. In particular, the College Articles of Governance charge the Principal with responsibility:

- for ensuring the proper and effective operation of financial, planning and management controls, and for giving effect to the Board's policies for securing the efficient, economical, and effective management of all the College's income, assets and expenditure.
- arranging for presentation to the Board for approval an Annual Budget of income and expenditure, and to give regular updates on income and expenditure account, balance sheet and cash flow statements.
- arranging for the preparation, audit and presentation to the Board the Accounts following the end of each financial year in compliance with the requirements of the Accounts Direction and encompassing Audit Scotland and the Scottish Funding Council direction.

4.2 The Principal shall demonstrate oversight of financial matters by signing the Statement of Corporate Governance, the College Annual Report and Financial Statements and the declaration pages of the Financial Forecast Return (FFR) and Financial Statement Return submitted to the SFC.

4.3 The Principal must inform the SFC's Accountable Officer without delay of any circumstance that is having, or is likely to have, a significant adverse effect on the ability of the College to deliver its education programmes, and other related activity, including delivery of the Regional Outcome Agreement with the SFC. The Principal must also notify SFC's Accountable Officer of any serious weakness, such as a significant and immediate threat to the institution's financial position, significant fraud or major accounting breakdown or any material non-compliance with any requirement of the SFC's Financial Memorandum.

5 Committee Structure

5.1 The Board of Management has ultimate responsibility for College financial matters but has delegated specific powers and processes to College Committees as detailed below. These Committees are accountable to the Board of Management and are as follows:

- Audit Committee.
- Corporate Development Committee.
- Learning, Teaching and Quality Committee.
- Nominations Committee.
- Remuneration Committee.

5.2 The College Articles of Governance outline the purpose and scope of these Committees.

A full listing of these Board Committees, their remits and respective delegated authority is available on the College intranet (<https://www.westcollegescotland.ac.uk/college/about-us/board-of-management/>) or from the Secretary to the Board who can be contacted at Shirley.gordon@wcs.ac.uk

6 Financial Responsibility of Staff

6.1 Executive Team

The Executive Team of the College – which incorporates the Principal and Vice Principals - is responsible for the operational and financial management of the areas and activities they manage and control. They are advised by the Director of Finance on financial matters. The Executive Team is ultimately responsible for establishing and maintaining clear lines of responsibility within the areas they manage for all operational and financial matters including the delegation of day-to-day budget control to other budget managers and team leaders. The Executive Team shall provide the Director of Finance with such information as may be required to enable:

- compilation of the College's financial statements.
- implementation of financial planning and budgeting.
- implementation of audit and financial reviews, projects, and value for money

6.2 Vice Principal Operations

The Vice Principal Operations is responsible for strategic financial management and direction and advice to the Board, Principal, and the Senior Management Team.

6.3 Director of Finance

Day-to-day financial administration is managed and controlled by the Director of Finance, who is responsible to the Vice Principal Operations for:

- preparing annual revenue and capital budgets and financial plans.
- preparing monthly and/or quarterly accounts, management information, monitoring, and control of expenditure against budgets and all financial operations.
- preparing the College's annual accounts and other financial statements which the College is required to submit to other authorities.
- ensuring that the College maintains satisfactory financial systems.
- providing professional advice on all matters relating to financial strategy and planning.
- providing cash and resource returns to the SFC.
- liaising with the internal and external auditors to implement audit strategies.

The Director of Finance will be assisted in carrying out these duties by the Head of Finance and Student Funding.

6.4 Assistant Principals and Directors

Assistant Principals and Directors ~~These budget holders~~ are responsible to the Vice Principals or Principal (depending on the reporting structure of their roles) for the financial management of the areas and activities they manage and control. They are advised by the Director of Finance in executing their financial duties. The Director of Finance will also supervise and approve the financial systems operating within their departments, including the form in which accounts and financial records are kept. Assistant Principals and Directors are responsible for establishing and maintaining clear lines of responsibility within their departments for all financial matters. Where resources are devolved to other budget holders, they are accountable to their Director or Manager for their own budget.

6.5 All members of staff

All members of staff should:

- be aware of and have a general responsibility for the security of College property, for avoiding loss and for due economy and best value in the use of resources.
- ensure they are aware of the College's delegated authority limits, the value of purchases for which quotations and tenders are required and the associated procurement procedures.
- make available any relevant records or information to the Director of Finance or their authorised representative in connection with the implementation of College financial policies, these Financial Regulations, and the system of financial control.
- provide the Director of Finance and/or Vice Principal Operations with such financial and other information as they may deem necessary, from time to time, to carry out the requirements of the Board of Management.
- immediately notify the Director of Finance whenever any matter arises which involves, or is thought to involve, irregularities concerning, *inter alia*, cash or property of the College. The Director of Finance shall take such steps as considered necessary by way of investigation and report.

7 Risk Management

7.1 The delivery of College objectives is surrounded by uncertainty which poses both threats to success and offers opportunity for improved outcomes. Risk is defined as uncertainty of outcome, whether positive opportunity or negative threat of actions and events.

7.2 In considering risk, the College must recognise the environment within which it operates as a non-departmental public body. This environment includes compliance with the Scottish Public Finance Manual which requires that it is *“...important to develop a framework for assessing risks that evaluates both the likelihood of the risk being realised, and of the impact if the risk is realised. Risk assessment should be recorded in a way that demonstrates clearly the key stages of the process.”*

7.3 The SFC Financial Memorandum requires that the Board of Management complies with the principles of good governance set out in the Code of Good Governance for Scotland’s Colleges. The SFC also requires the governing body to ensure that:

- The College has an effective policy of risk management and risk management arrangements.
- Internal audit must provide the governing body and senior management of the College with an objective assessment of adequacy and effectiveness of risk management, internal control, governance and value-for- money.
- The College undertakes careful appraisal of risks before accepting any contingent liability.

7.4 The College Risk Management Strategy therefore takes account of the requirements of the SFC Financial Memorandum and SPFM and is subject to independent review by auditors.

7.5 A detailed College strategic risk register is maintained to record risks and how they may be mitigated. In line with the College Corporate Strategy, the Board of Management requires that the Risk Management Strategy and supporting documentation include:

- the adoption of common terminology in relation to the definition of risk and risk management.

- the establishment of College-wide criteria for the measurement of risk, linking the threats to their potential impact and the likelihood of their occurrence, together with a sensitivity analysis.
- a decision on the level of risk to be accepted (risk appetite), together with tolerance levels expressed in terms of measurable outcomes.
- a decision on the level of risk to be covered by insurance.
- regular review at Teaching and Support Department level to identify significant risks associated with the achievement of key objectives and other relevant areas.
- development of risk management and mitigation plans for all significant risks, to include a designated 'risk owner' who will be responsible and accountable for managing the risk in question.
- regular reporting to the Board of Management of all identified risks.
- an annual review of the implementation of risk management arrangements.

8 Whistleblowing

8.1 Whistleblowing in the context of the Public Interest Disclosure Act is the disclosure by an employee (or other party) about malpractice or potential instances of malpractice in the workplace. An individual can raise matters about a crime, civil offences (including negligence and breach of contract), miscarriage of justice, danger to health and safety or the environment, breach of the financial regulations and/or the cover-up of any of these matters. It does not matter whether the information is confidential, and the whistleblowing can extend to malpractice occurring in the United Kingdom and any other country or territory.

8.2 Normally, any concern about a workplace matter at the College should be raised by a member of staff with their line manager(s). However, the College recognises that the seriousness or sensitivity of some issues, together with the identity of the person the member of staff thinks may be involved, may make this difficult. If the member of staff does not wish to raise the matter in this way, it may be raised with a member of the SMT. If the concern relates to a member of the SMT the concern can be reported to the Principal. Any concerns that relate to the Principal can be raised with the Chair of the Board of Management via the Secretary to the Board who can be contacted via email at shirley.gordon@wcs.ac.uk

8.3 Detailed guidance on this is provided by the College Public Interest Disclosure (Whistleblowing) Policy and Procedure

[public-interest-disclosure-october-2019.pdf \(westcollegescotland.ac.uk\)](#)

9 Code of Conduct

The College is committed to the highest standards of openness, integrity and accountability. It seeks to conduct affairs in a responsible manner, having regard to the principles established by the Committee on Standards in Public Life adopted and advocated by the Scottish Government. All Governing Body members and members of staff are expected to observe these principles as set out at Appendix 1.

Board members are also charity trustees and as such are subject to obligations imposed by charity legislation and Office of Scottish Charity Regulator (OSCR).

Members of the Board of Management and all staff members are also required to disclose interests in the College Register of Interests maintained by the Secretary to the Board and the Director of Finance. It is the responsibility of individual Board of Management members and staff to ensure that entries in the register relating to them are kept up to date regularly and promptly as required.

No person shall participate in a College procurement or be a signatory to a College contract where they have an interest in the activities of the other party.

9.1 Receiving and Making of Gifts or Hospitality

A gift is something voluntarily given or donated without the expectation of receiving anything in return and generally without preconditions. In the context of this guidance gifts received can be defined as the donation of cash or other resources or invitations to events with a current market value.

It is an offence under the Prevention of Corruption Act 1906 and the Bribery Act 2010 for Board members, members of Board Committees and members of staff to accept any gift or consideration as an inducement or reward for doing, or refraining from doing, anything in an official capacity or showing favour or disfavour to any person in an official capacity.

The guiding principles to be followed by Board members, members of Board Committees and all members of staff are:

- the conduct of individuals should not create suspicion of any conflict between their official duty and their private interest.
- the action of individuals acting in an official capacity should not give the impression to

any member of the public, to any organisation with whom they deal or to their colleagues - that they have been, or may have been, influenced by a benefit to show favour or disfavour to any person or organisation.

Thus, Board of Management members, Board of Management Committee members and staff should not accept any gifts, rewards or hospitality - or have them given to members of their families - from any organisation or individual with whom they have contact in the course of their work that would cause them to reach a position whereby they might be, or might be deemed by others to have been, influenced in making a business decision as a consequence of accepting such gifts, rewards and/or hospitality. When it is not easy to decide between what is and what is not acceptable in terms of gifts or hospitality, the offer should be declined, or advice sought from the Director of Finance.

All Board of Management members, Board of Management Committee members and staff in receipt of gifts or hospitality are obliged to promptly notify, by email, the Director of Finance where the value of any gift or hospitality is more than £25.

Before any gifts with a value over £25 are made by the College or members of College staff, prior written approval requires to be obtained from the Principal or a Vice Principal.

C FINANCIAL MANAGEMENT AND CONTROL

10 Financial Planning

10.1 Responsibility

The Director of Finance is responsible for preparing annually a rolling medium term strategic financial forecast for approval by the Board of Management and for submitting a financial forecast return and cash forecast to the SFC. Financial plans should be consistent with the strategic plans approved by the Board of Management.

10.2 Budget Objectives

The Board of Management will from time to time, set budget objectives for the College. These will assist the Vice Principal Operations and the Director of Finance in preparing the financial plans for the College.

10.3 Resource Allocation

Resources are allocated annually by the Board of Management on the recommendation of the Corporate Development Committee and based on the above objectives (10.2). The Senior Management Team is responsible for the economic, effective and efficient use of resources allocated to them.

10.4 Budget Process

The Director of Finance is responsible for preparing annually:

- a detailed budget for the forthcoming financial year, for approval by the Board of Management on the recommendation of the Corporate Development Committee.
- a 12-month cash flow forecast, and balance sheet based on the annual SFC funding allocation and the 12-month budget.
- a list of major assumptions used in arriving at the budget and forecast.
- scenario plans to address potential material movements in the above assumptions and how the College would respond to these movements.
- a Financial Forecast Return (FFR) for submission to the SFC.
- a medium-term financial forecast.

Financial plans should be consistent with the SFC Regional Outcome Agreement, the College Corporate Plan and any other relevant College strategy documents as approved by the Board of Management. Following approval by the Board of Management the budget will be communicated to budget holders as soon as possible.

10.5 Budget Review

During the year the Director of Finance is responsible for submitting a revised Statement of Comprehensive Income and Expenditure Profit and Loss account forecast, cash flow forecast and projected year-end balance sheet to the Corporate Development Committee for consideration before submission to the Board of Management for approval as required.

10.6 Capital Expenditure

Capital expenditure includes all expenditure on land, buildings, equipment, furniture, and associated costs, whether they are funded from capital grants or capitalised for inclusion in the College's financial statements.

Where the College receives capital grant funding from the SFC, the Vice Principal Operations ~~Director of Infrastructure~~ in conjunction with the Director of Finance will establish protocols with the College Executive for the inclusion of capital projects in a capital programme for approval by the Board of Management. These protocols will set out the information that is required for each proposed capital project as well as the financial criteria that they are required to meet.

The ~~Director of Infrastructure~~ Vice Principal Operations will also establish procedures for the approval of any variations arising in relation to capital projects, including the notification of variations to the Scottish Funding Council, as laid down in Scottish Funding Council guidelines. The ~~Director of Infrastructure~~ Vice Principal Operations is responsible for providing regular statements concerning all capital expenditure to the Board of Management through the Corporate Development Committee for monitoring purposes.

Following completion of any major capital project with a value more than £500,000, a post-project evaluation requires to be submitted to the Board of Management including the actual expenditure against budget and reconciling funding arrangements where a variance has occurred as well as any other issues affecting completion of the project.

Where a project has a value more than £3m, the SFC requires a formal post occupancy evaluation to be undertaken and submitted for review. Further guidance on the form and content of this type of review can be found at:

<http://www.sfc.ac.uk/web/FILES/Guidance/Post-Occupancy-Evaluation-Guidance.pdf>

10.7 Estate Development Programme

The estate development programme includes all expenditure on land, buildings, equipment, furniture, and associated costs normally funded by SFC maintenance grants or from College funds. Expenditure of this type is approved by the Senior Management Team normally at the start of each year.

The Director of Infrastructure Vice Principal Operations will establish protocols with the College Executive for the creation of the estate development programme. These will set out the information that is required for each proposed project as well as the financial criteria that they are required to meet. The Director of Infrastructure Vice Principal Operations is responsible for providing regular statements concerning all estate development expenditure to the Senior Management Team, for monitoring purposes.

10.8 Other Major Developments Including Overseas Activity

Any new aspect of business, or proposed establishment of a company or joint venture, which will require an investment of more than £500,000 must be presented for approval to the Corporate Development Committee. The College must have due regard to the relevant guidelines issued by the SFC.

The Director of Finance will establish protocols for any such major developments proposed, to enable them to be considered for approval. These will set out the information that is required for each proposed development including a business plan, using a risk-based approach which considers matters of ownership, accountability, and governance, as well as the financial criteria that requires to be met.

11 Financial Control

11.1 Budgetary control

The control of income and expenditure within an agreed budget is the responsibility of the budget holder, who must ensure that monitoring is undertaken effectively. Budget holders are responsible to their Director/Assistant Principal for the income and expenditure appropriate to their budget. The Accountant allocated to the budget holder will ensure that they receive training in the use of the [College finance system](#) to allow them to actively monitor income and expenditure. Significant variances from agreed budgetary targets must be reported immediately to the Director of Finance by the budget holder concerned and, if necessary, corrective action taken.

A budget holder may delegate their overall budget or a proportion of it to delegated budget holders, subject to the approval of the Director of Finance. In this situation the budget holder and the delegated budget holder are both responsible for ensuring they have awareness of the requirements of the Financial Regulations.

11.2 Financial information

Budget holders are assisted in their duties by management information provided by the Finance Department. The Vice Principal Operations is responsible for supplying budgetary reports on all aspects of College finances to the Corporate Development Committee. These reports are then presented to the Board of Management as required, which has overall responsibility for College finances.

11.3 Changes to the approved budget

Changes proposed to the approved overall College budget surplus / (deficit) will be first considered by the Corporate Development Committee, which will make proposals to the Board of Management as required.

11.4 Virement

The virement of budgets must not lead to any net change in the overall annual budget for the College. Virement between budgets is permitted as set out below:

Movement	Authority
Between staff and non-staff budgets	Director of Finance and or Head of Finance and Student Funding.
Non-staff budgets under a budget holder	Accountant
Between non-staff budgets <£25,000	Principal Accountant
Between non-staff budgets >£25,000 to £100,000	Principal Accountant and Head of Finance and Student Funding
Between non-staff budgets >£100,001	Director of Finance and Head of Finance and Student Funding

11.5 Carry forward of budgets

The carry forward of balances of any budget from one year to another is not permitted.

12 Accounting Arrangements

12.1 Financial Year

The College financial year will run from 1 August until 31 July the following year.

12.2 Basis of accounting

The annual consolidated College financial statements are prepared on the historical cost basis of accounting modified by the revaluation of certain fixed assets, and in accordance with applicable accounting standards, the SFC Annual Accounts Directions and the Scottish Government SPFM.

The Accounts Direction issued by the Scottish Ministers via the SFC require that the annual accounts for a financial year shall:

- comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FReM), as approved by the Financial Reporting Advisory Board, which is in force for the financial year for which the accounts are prepared.
- give a true and fair view of the state of the affairs of the College as at the end of the financial year, and of the net resource outturn, resources applied to objectives, recognised gains and losses, and cash flow.

12.3 Format of the financial statements

The financial statements are prepared in accordance with the current Statement of Recommended Practice (SORP): *Accounting for Further and Higher Education* and in accordance with applicable Accounting Standards, subject to any specific requirements of the SFC, and in accordance with the provisions of the Companies Act, as appropriate.

12.4 Capitalisation and depreciation

Assets are recorded in the Balance Sheet at depreciated replacement cost for land and buildings and at historic cost less depreciation for equipment in accordance with the Financial Reporting Manual. Buildings will be depreciated in equal instalments over their estimated remaining useful life, but subject to periodic revaluation. Land will not be depreciated.

Expenditure incurred on repair, refurbishment or extension of existing buildings will not be capitalised unless it can be demonstrated that the resultant value of the building, based on depreciated replacement value, is greater than the current book value.

Expenditure incurred on the acquisition of assets other than land and buildings will be recorded in the balance sheet where the acquisition cost including VAT per item is £5,000 or more.

'Grouped assets' are a collection of assets which individually may be valued at less than £5,000 but which together form a single collective asset with a group value in excess of £20,000 because the items fulfil all the following criteria:

- the items are functionally interdependent.
- the items are acquired at about the same date within the same financial year and are planned for disposal around the same date.
- each individual asset thus grouped has a value of over £250.

Examples of such a grouping of assets are:

- Assets acquired during the initial setting up of a new building or on refurbishment may also to be treated as 'grouped' for capitalisation purposes.
- Networked systems - Large collective networked system developments where individual items of computer hardware and/or software are purchased as part of a larger system and which will be used as a part of that system for the duration of their asset life.

The rationale for permitting such a form of 'grouping' is that:

- a) smaller items of expenditure may be recognised as having a useful life over several years, and as a result should be capitalised rather than written off in the current year.

b) the College will from time to time receive specific capital grant funding from such bodies as the Scottish Funding Council which it is likely to expend on smaller items of equipment. To comply with such grant conditions and treat these items as capital for accounting purposes, the College must be able to group such items together.

To justify the adoption of this approach, the items should all be purchased within a reasonable time frame (no more than one financial year), and the total combined cost of the individual assets should be no less than £20,000.

Capitalised assets other than land and buildings will be depreciated in accordance with the College’s accounting policy on capitalised assets and depreciation.

Certain tangible assets will be revalued, normally land and buildings. Where such a policy is adopted it will be applied consistently to all tangible fixed assets of the same class, and the carrying amount should be the current asset value. A full valuation of land and buildings will take place at least every 5 years with an interim valuation in year 3.

Where an asset is found to have suffered impairment, the prospective impairment and background must be communicated to the SFC at the earliest opportunity. Valuation advice as to the amount of the prospective impairment must be obtained from a suitably qualified Valuer who has enough current local and national knowledge of the market and the skills and understanding to undertake the valuation competently. In all cases, the Valuer used must be a professional member of an appropriate body, such as the Royal Institution of Chartered Surveyors or the Institute of Revenues Rating and Valuation.

Depreciation periods will be set as follows:

Asset Class	Depreciation period
Land	Nil
Buildings	5 to 50 years
Leasehold property	Length of lease
Plant and equipment	3 to 10 years
Computers	3 years
Motor vehicles	3 years

12.5 Accounting Records

The Director of Finance is responsible for the retention of financial records. These should be kept in a form that is acceptable to the relevant authorities. Guidance on the retention of financial records which may be required in connection with the preparation and audit of accounts is set out in the SPFM.

The College is required by law to retain certain key documents for six years plus the current year. This list is not exhaustive but includes:

- official purchase orders.
- paid invoices /cheques.
- accounts raised.
- bank statements.
- copies of receipts.
- payroll records.

The Director of Finance will make appropriate arrangements for the retention of electronic financial records. Staff should ensure that retention arrangements comply with any specific requirements of external funding organisations. For auditing and other purposes, all financial documents should be retained for at least three years.

12.6 Public Access

Under the terms of the Freedom of Information (Scotland) Act 2002, the Board of Management is required to supply any person with a copy of the College's most recent financial statements within twenty working days of a request after such date as which the financial statements have been laid before and approved by the Scottish Parliament. The College will also make available the Annual Report and Financial Statements on the College's website. An ~~electronic~~ ~~printed~~ copy will be available on request to the College. Previous annual financial statements are also available on the College website or by request to the Secretary to the Board who can be contacted via email at Shirley.gordon@wcs.ac.uk

12.7 European Structural Funds Funded Projects

An important aspect of European Structural Funds is the retention of all project records, to demonstrate a clear and transparent audit and procurement trail. Documentation relating to ESF funded projects will be retained by the relevant College department for the prescribed period.

12.8 Taxation

The activities of government and public bodies can give rise to tax liabilities, either directly on their own account or through contracts with other bodies where the tax system influences the terms of contracts. In assessing cost effectiveness in activities where tax considerations might be important, it should be borne in mind that savings arising from tax mitigation may arise at the expense of other taxpayers, or other parts of the public sector.

All individuals who qualify as employees for tax purposes must be paid through the College payroll system with tax deducted at source. No payment arrangements should be put in place that could be perceived, reasonably, as seeking to minimise the tax liability of either the individual or the paying organisation concerned.

Proposals to put in place non-standard tax management arrangements must be approved in advance by the SFC. The Director of Finance is responsible for advising managers, in the light of guidance issued by the appropriate bodies and relevant legislation as it applies, on all taxation issues, to the College. Therefore, the Director of Finance will issue guidance and instructions to departments as required on compliance with statutory requirements, including those concerning VAT and other corporate taxes. The Director of Organisational Development and HR is responsible for guidance on PAYE and National Insurance.

The Director of Finance is responsible for maintaining College tax records, making all tax payments, receiving tax credits, and submitting tax returns by their due date as appropriate.

13 Audit Requirements

13.1 General

External auditors and internal auditors have authority to:

- access College premises at reasonable times.
- access all assets, records, documents, and correspondence relating to any financial and other transactions of the College.
- require and receive such explanations as are necessary concerning any matter under examination.
- require any employee of the College to account for cash, stores, or any other College property under their control.
- access records belonging to third parties, such as contractors, when required.

The Director of Finance is responsible for drawing up a timetable for the audit of the financial accounts and will advise the staff and the external auditors accordingly. A joint meeting of the Audit and Corporate Development Committees, chaired by the Chair of the Audit Committee, will review the annual College Financial Statements. On their recommendation, the annual College Financial Statements will be submitted to the Board of Management for approval.

13.2 SFC

Where appropriate, the College must provide data returns requested by the SFC in accordance with the deadlines and standards specified.

13.3 External audit

Under the terms of the Public Finance and Accountability (Scotland) Act 2000, the Auditor General for Scotland is responsible for the appointment of the external auditors for the College. The primary role of external audit is to report on the institution's financial statements and to carry out such examination of the statements and underlying records and control systems as are necessary to reach their opinion on the statements and to report on the appropriate use of funds.

The external auditor is entitled to receive all notices of and other communications relating to any meeting of the governing body which any member of the governing body is entitled to receive. They are also entitled to attend any such meeting and to be heard at any meeting which they attend, on any part of the business which concerns them as auditors.

The external auditor must also be entitled to attend the meeting of the governing body or other appropriate committee at which the College annual report and financial statements are presented. The College's appointed external auditor has the right of direct access to the Principal, Chair of the Board of Management, and the Audit Committee.

The external auditor is expected to attend, as a minimum, any meetings of the Audit Committee where relevant matters are being considered, such as planned audit coverage, the audit report on the financial statements and the audit management letter. It is the responsibility of the Secretary to the Board of Management to notify the external auditor of such meetings.

The external auditors, notwithstanding responsibilities to their clients, are expected to cooperate fully with any enquiries or routine monitoring that the SFC undertakes. The College must not in any way limit SFC's access to the College's external auditors.

13.4 Internal audit

The internal auditor is appointed by the Board of Management on the recommendation of the Audit Committee.

Internal audit provides an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. Internal audit provides an appraisal of the College's internal control system and takes the actions required to provide the Principal with a continuing assurance that College risk management, control and governance arrangements are adequate and effective. Internal audit assists the College accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The operation and conduct of the internal auditors require to comply with Public Sector Internal Audit standards.

The Principal is responsible for ensuring that appropriate internal control systems exist within the College, and for deciding whether to accept and implement internal audit findings and recommendations. The Principal has overall responsibility for ensuring that prompt and effective action is taken on audit recommendations, and that the risks resulting from any inaction are recognised and accepted. The College's appointed internal auditor has the right of direct access to the Principal, Chair of the Board of Management, and the Audit Committee.

Internal audit evaluates compliance with the College's internal control system - including relevant regulations, guidance, and procedures - as part of the review process. However, the primary responsibility for monitoring compliance rests with operational areas and their line management, up to and including the Principal.

Entities or individuals involved in the external audit of the College should undertake non-external audit related work for the College only in exceptional circumstances.

The College must have in place an effective internal audit service. The operation and conduct of the internal audit service must conform to the professional standards of the Chartered Institute of Internal Auditors. For incorporated colleges and Regional Boards, the operation and conduct of internal audit must comply with Public Sector Internal Audit Standards and, where relevant, the SPFM.

The College must inform the SFC when an internal auditor is appointed and must inform SFC immediately if the internal auditor is removed or departs before the end of their term of office.

The internal audit service must provide the governing body and senior management of the College with an objective assessment of adequacy and effectiveness of risk management, internal control, governance, and value-for- money.

The internal audit service must extend its review over all financial and other management control systems, identified by the audit needs assessment process. Internal audit must cover all activities in which the College has a financial interest, including those not funded by SFC. It must include review of controls that protect the College in dealings with organisations such as subsidiaries or associated companies, arms-length foundations, the Student Association, collaborative ventures and/or joint ventures with third parties.

The College appointed internal auditor will produce an annual report for the governing body on its' activities during the year. The report must include an opinion on the adequacy and effectiveness of the College's risk management, internal control, and governance. The report must be presented to the College's Audit Committee and subsequently to the Board of Management, and a copy sent to the SFC.

The internal auditor is expected to attend, as a minimum, any meetings of the Audit Committee where relevant matters of internal reporting and control are being considered.

13.5 Other audit services

The College, subject to the prior approval of the Audit Committee, can procure other audit services as required to comply with external funding or other stakeholder audit requirements.

13.6 Fraud, Bribery and Corruption

The College has made a clear commitment to ethical standards in public life through its [Anti-Bribery and Corruption Policy](#) and [Anti-Fraud and Corruption Policy](#). A copy of this policy can be found on the College intranet.

Fraud can be perpetrated by persons outside as well as inside an organisation and by collusion. The term fraud is commonly used to describe a wide variety of dishonest behaviour such as deception, forgery, false representation, and concealment of material facts. It is usually used to describe the act of depriving a person of something by deceit, which may involve the misuse of funds or other resources, or the supply of false information. Computer fraud covers the use of information technology equipment to manipulate programs or data dishonestly – for example by altering, substituting, or

destroying records, or creating spurious records - or where the use of an IT system was a material factor in the perpetration of a fraud. The fraudulent use of computer time and resources is included in this definition.

All staff have a responsibility in relation to the prevention and detection of fraud, but the prime responsibility for designing, operating, and reviewing control systems rests with the managers involved. Managers should consult the College finance function and internal audit where new control procedures are being set up or significant changes to existing procedures are being proposed.

Procedures set up to prevent and detect fraud must be carefully followed and monitored. Many frauds are due to failure to comply with existing control systems.

It is the duty of the Board of Management, Senior Management, and all members of staff to notify the Director of Finance immediately whenever any matter arises which involves, or is thought to involve, irregularity, including fraud, corruption, or any other impropriety. Further details can be found in the [Anti-Fraud and Corruption Policy](#) and the [Public Interest Disclosure \(Whistleblowing\) Policy and Procedure](#).

The Director of Finance shall immediately invoke the fraud response plan, which incorporates the following key elements:

- the Principal and the Audit Committee (through its Chair) will be notified of the suspected irregularity and shall take such steps as considered necessary by way of investigation and report.
- the Principal shall inform Police Scotland if a criminal offence is suspected of having been committed.
- any significant cases of fraud or irregularity shall be reported to the Scottish Funding Council in accordance with their requirements as set out in the audit code of practice.
- the Audit Committee shall commission any such investigation as may be necessary of the suspected irregularity, by the College, internal audit service or others, as appropriate.

- the internal audit service, or others commissioned to carry out an investigation, shall prepare a report for the Audit Committee on the suspected irregularity. Such report shall include advice on preventative measures.

If the suspected fraud is thought to involve the Principal, Vice Principal and/or the Director of Finance, the member of staff shall notify the Chair of the Audit Committee directly of their concerns regarding irregularities.

Under the terms of the SFC FM, the College is required to submit a report to SFC of each incidence of fraud loss that exceeds £5,000.

13.7 Value for Money

Value for Money provides a common framework for continuous improvement in public services in Scotland and is a key foundation of the Scottish Government's Public Service Reform agenda. The Principal has a specific responsibility to ensure that arrangements have been made to secure Value for Money. In addition, the Board of Management has a corporate responsibility for promoting the efficient and effective use of staff and other resources by the College in accordance with the principles of Value for Money. Under the terms of the Public Finance and Accountability (Scotland) Act 2000 the implementation of the Value for Money duty by relevant public service organisations is subject to scrutiny by the Auditor General for Scotland.

Guidance for Accountable Officers on Value for Money is available on the Scottish Government website. The guidance identifies the themes which an organisation needs to focus on to deliver the duty of Value for Money and provides detail on what organisations should be aiming for and points to related support and guidance material. Value for Money should be appropriate to, and proportionate to, an organisation's priorities, operating environments and scale/nature of business and should be implemented accordingly.

It is a requirement of the FM between the SFC and the College that the Board of Management is responsible for delivering value for money from public funds. The Board of Management should keep under review arrangements for managing all the resources under its control, considering guidance on good practice issued from time to time by the SFC or other relevant bodies. The College has a Value for Money Policy which sets out the arrangements in place.

The College, as part of its internal audit arrangements, must obtain a comprehensive appraisal of management arrangements for achieving value for money. This forms part of the Audit Committee annual report.

13.8 Other Auditors

The College may, from time to time, be subject to audit or investigation by external bodies such as the SFC, Accounts Commission, European Court of Auditors, HM Revenue and Customs. They have the same rights of access as external and internal auditors.

14 Cash Management

14.1 Cash Management Policy

All bodies to which the SPFM is directly applicable are required to have their core bank accounts with the Government Banking Service (GBS).

The College should take appropriate steps to prevent bank account fraud. Banking operations should be annually reviewed by the Head of Finance and Student Funding.

Cash on site should be kept to minimum levels agreed by the Head of Finance and Student Funding. Cash reserves held during the year should be kept to the minimum level consistent with the efficient operation of the College and the level of funds required to meet any relevant liabilities at the year-end. Grant-in-aid shall not be paid into any restricted reserve held by the College. Transfers to arms-length-foundations are permitted and will require the agreement of the SFC.

14.2 Borrowing

All borrowing will require the approval of the Scottish Ministers. Requests to borrow must be submitted to the SFC for consideration in the first instance.

14.3 Banking Arrangements

The Director of Finance is responsible, on behalf of the Board of Management Corporate Development Committee, for liaising with the College's bankers in relation to bank accounts and the issuing of cheques. All cheques shall be ordered on the authority of the Director of Finance, who shall make proper arrangements for their safe custody.

The following conditions will apply to the operation of the College banking arrangements:

- Only a combination of two from the Principal, Vice Principals and/or the Director of Finance may open or close a bank account for dealing with College funds. All bank accounts shall be in the name of the College.
- All automated transfers on behalf of the College, such as BACS or CHAPS, must be authorised by two persons drawn from the Principal, Vice Principals, the Director of Finance, Head of Finance and Student Funding, Finance Manager, Principal Accountant and/or Accountant/System Accountant.

- All BACS payment reports must be approved for payment by either the Head of Finance and Student Funding, Finance Manager, Student Funding Manager and/or the Principal Accountant.
- All cheques drawn on behalf of the College must be signed by two authorised persons.
- Details of authorised persons and limits shall be provided for in the College's banking mandates, copies of which are available from the Finance Department and will be reported annually to the Corporate Development Committee.

14.4 The Head of Finance and Student Funding is responsible for ensuring that all bank accounts are subject to regular reconciliation and that large or unusual items are investigated as appropriate.

14.5 Investments

The College must not make any investments without the prior written approval of the SFC.

15 Income

15.1 General

The Director of Finance is responsible for ensuring that appropriate procedures are in operation to enable the College to receive all income to which it is entitled. All receipt forms, invoices, tickets or other official documents in use and electronic collection systems must have the prior approval of the Director of Finance.

The Director of Finance is responsible for:

- the prompt collection, security and banking of all income received.
- ensuring that all grants notified by funding bodies are received and appropriately recorded in the College accounts.
- ensuring that all claims for funds are made by the due date.

15.2 Repayment of SFC Grant

If the College fails to comply with the requirements of the SFC FM, or any other specific terms and conditions attached to the payment of grant from the SFC, it may be required to repay the SFC any sums received from it and to pay interest in respect of any period during which a sum due to the SFC remains unpaid. If, in the reasonable opinion of the SFC, any provision set out in the FM is not observed by the College, the SFC will be entitled to take the following action:

- In the case of funding by way of SFC grant: to require immediate repayment of all grants or any part or parts of any grants at any time after the SFC becomes aware of such failure to observe (without prejudice to further demands until the whole of all sums made available by way of grant shall have been paid in full).
- In the case of funding by way of loan (notwithstanding the terms of any agreement attached to the same): to require immediate repayment of the whole or part of each such loan at any time after SFC becomes aware of such failure to observe (without prejudice to further demands until the whole of all sums made available by way of loan shall have been repaid in full).

15.3 Maximisation of Income

It is the responsibility of all staff to ensure that revenue to the College is maximised by the efficient application of agreed procedures for the identification, collection and banking of income. This requires the prompt notification to the Finance Department of sums due so that collection can be initiated.

15.4 Tuition Fees

Except for those which are set by SFC or Student Awards Agency for Scotland (SAAS) the College must charge student tuition fees at the levels prescribed within the Fee Policy document. A copy of the Fee Policy can be found on the College internet.

15.5 Receipt of Cash and Cheques

All monies received within departments from whatever source must be recorded by the department daily together with the form in which they were received, for example cash, debit/credit cards, cheques, and other negotiable instruments.

All monies received must be paid to the Finance Department promptly, and in accordance with any timetable stipulated by the Finance Manager. The custody and transit of all monies received must comply with the requirements of College insurers.

All sums received must be paid in and accounted for in full and must not be used to meet miscellaneous departmental expenses or be paid into the departmental petty cash float. Personal or other cheques must not be cashed out of money received on behalf of the College.

15.6 Receipts by credit or debit card

The College can receive payments by debit or credit card in person, over the telephone using merchant terminals or through a hosted payment facility. The terminals support primary account number (PAN) truncation where the card number is partially obscured on the customer receipt. A copy of the receipt should be retained to support evidence of payment.

In operating this facility, the College is bound by the Payment Card Industry Data Security Standard (PCI DSS), which is designed to ensure cardholder information is stored, processed, and transmitted securely.

The Director of Finance is responsible for ensuring the College maintains PCI DSS compliance, which is monitored by the merchant services unit.

15.7 Collection of Debts

The Head of Finance and Student Funding should ensure that:

- debtor's invoices are raised promptly on official invoices, in respect of all income due to the College.
- invoices are prepared with care, recorded in the ledger, show the correct amount due and are credited to the appropriate income account.
- any credits granted are valid, properly authorised and completely recorded.
- VAT is correctly charged where appropriate and accounted for.
- monies received are posted to the correct debtors account.
- swift and effective action is taken in collecting overdue debts, in accordance with the protocols noted in the financial procedures.
- outstanding debts are monitored, and reports prepared for management.
- correction of an error using a credit note requires Finance Manager approval i.e. posting/text/coding/amount/VAT/withdrawal of student.

The Director of Finance will implement procedures for the collection of debts including any instalment arrangements the periods in which different types of invoice must be paid.

A bad debt is a debt that is not collectable. A bad debt can also arise where the cost of pursuing the debtor is more than the amount that can be collected. Debt write off must be carried out in line with the authorisation levels stated below:

Value of Debt	Authorising Official
Up to £1,000	Finance Manager
£1,001 to £5,000	Head of Finance and Student Funding
£5,001 to £50,000	Director of Finance or Vice Principal
Over £50,000	Corporate Development Committee

15.8 Student Fees

The [College Fee Policy](#) must be approved annually by the Senior Management Team. The Director of Finance is delegated to ensure that all student fees due to the College are received.

Any student who has not paid an account for fees or any other item owing to the College may not receive the certificate for any degree, diploma or other qualification awarded by the College until all outstanding debts have been cleared. Such students may be prevented from re-enrolling at the College and from using any College facilities until appropriate arrangements have been made.

The College seeks to minimise any possibility of money laundering in accordance with the Money Laundering Regulations. For further advice and guidance see the Governments advice page at <https://www.gov.uk/topic/business-tax/money-laundering-regulations> Where refunds are required, they should be made to the original payer and follow the method by which the money was received.

16 Other Income-Generating Activity

16.1 Private Consultancies and Other Paid Work

Unless otherwise stated in the contract of employment of a staff member:

- outside consultancies or other paid work may not be accepted without the consent of the Principal and Chief Executive.
- outside consultancies must not conflict with the work of the College.
- applications for permission to undertake work as a purely private activity must be submitted to the Principal, as appropriate, and include the following information:
 - the name of the member(s) of staff concerned.
 - the title of the project and a brief description of the work involved.
 - the proposed start date and duration of the work.
 - any remuneration received for the outside consultancy or paid work.
 - full details of any College resources required (for the calculation of the full economic cost).
 - an undertaking that the work will not interfere with the teaching and normal College duties of the member(s) of staff concerned.
- any outside consultancy or other paid work may require to be listed in the College Register of Interest.

16.2 Off-Site Collaborative Provision

If the off-site collaborative arrangement goes beyond the provision of premises, physical resources, and administrative support a formal partnership and course delivery agreement may be required. This is especially relevant for any arrangement whereby the College provides education to students away from College premises with the assistance of persons other than the College's own staff or with independent contractors/partner organisations. The following procedure must be followed:

- There shall be a signed contract in place setting out the responsibilities of each party to the agreement before any educational provision is delivered.
- The impact of any collaborative contract shall be subject to scrutiny and considered by the appropriate College Committee. They shall consider the risk factors associated with the proposed partnership.

- Where the partnership would represent a significant departure from the College strategic plan, the Board of Management shall approve the departure and the Principal shall inform the SFC and seek their view.

16.3 European Union (EU) and other Matched Funding

Any such project requires the approval of the appropriate Vice Principal or member of SMT prior to any commitment being entered. Such approval shall be dependent upon the relevant Manager being able to demonstrate that eligible matching funds are available and that the project is financially viable by the application of the College's costing and pricing model.

Individual applications for funds where projects are more than £250,000 shall be the subject of a report to the Corporate Development Committee which will set out the potential risks and opportunities generated by the project. If the College agrees such EU contacts for provision the relevant member of SMT shall ensure that:

- this is based on a written contract which allows for full audit access to detailed records.
- appropriate monitoring procedures are in place to ensure that the outputs are achieved, and the provision is of suitable quality.
- payments are only made against detailed invoices.

The SPFM also provides guidance on funding from the European Union (EU) and related expenditure, and the College requires to take cognisance of this.

16.4 Profitability and Recovery of Overheads

All other income-generating activities must be self-financing or surplus-generating unless it is intended that a new course is to be launched as a loss leader. If that is the case, the reason for it must be specified and agreed by the relevant Assistant Principal / Director.

Other income-generating activities organised by members of staff must be costed and agreed with the relevant Assistant Principal / Director and the Director of Finance before any commitments are made. Provision must be made for charging both direct and indirect costs, for the recovery of overheads.

16.5 Donation of surplus funds to arms-length foundations

The College may donate any surplus on its income and expenditure account as ~~at~~of 31 March each year to an arms-length foundation. The donation must take place in the fiscal year in which it arises and is subject to sufficient cash and resource cover being available.

Authorisation for any donation to a Foundation requires the approval of the Board of Management and the SFC.

16.6 Deficits

Any unplanned deficits incurred on other income-generating activities will be charged against the respective departmental budget.

16.7 Additional Payments to Staff

Any proposal which involves additional College payments to members of staff should be supported by a schedule of names and values and must be approved by the appropriate Assistant Principal / Director / Vice Principal and the Director of Organisational Development and HR. Any payment to a Vice Principal or the Principal must be approved by the Chair of the Board of Management. The tax treatment of such proposals must be confirmed with the Finance Department in advance of the agreement being signed off.

17 Expenditure

17.1 General

The Director of Finance is responsible for making payments to suppliers for goods and services supplied to the College. External business and Management Consultancies greater than £100,000 and operating leases (non-property) greater than £250,000 require SFC approval.

17.2 Scheme of Delegation/Financial Authorities

Budget holders are responsible for purchases within their department. In exercising this delegated authority, budget holders are required to observe these Financial Regulations. The Director of Finance shall maintain a schedule of authorised signatories. Under procedures agreed by the Director of Finance, central control shall be exercised over the creation of requisitioners and authorisers and their respective limits (for electronic systems). Any changes to the authorities to commit expenditure must be notified to the Head of Finance and Student Funding immediately.

The Head of Finance and Student Funding is authorised to approve payments, regardless of value, in respect of:

- payroll and VAT returns, this includes payments to HMRC, pension funds and other outside bodies in respect of deductions made from employees' pay.
- capital and interest repayments made to financial institutions in respect of loan agreements taken out by the College.
- transfers between College bank accounts and investment accounts.

These payments will be validated and authorised by the Finance Manager or Principal Accountant before seeking the Head of Finance and Student Funding authorisation.

The SPFM requires the College to seek prior approval from the SFC for:

- Any new voluntary severance scheme.
- Any change to a previously approved voluntary severance scheme.
- Any payment, forming part of any scheme, considered to be sensitive or high profile.
- Any use of settlement agreements; and

- Any payment to an individual more than contractual entitlement out with an approved voluntary severance scheme.

Subject to the payments being made in relation to an approved voluntary severance scheme, the Director of Organisational Development and HR is authorised to approve severance payments made to employees, except for the Principal and Vice Principals. Any severance payment to the Principal or Vice Principals must be authorised by the Chair of the Board of Management and approved by the SFC. There is a delegated limit of up to £1,000 for special severance payments and any value above £1,000 requires prior SFC approval.

The Scottish Government have also stipulated that:

- where appropriate, it is expected that notice should be worked rather than a payment being made in lieu of notice.
- a maximum payback period of 24 months will apply in all cases (i.e. the time taken to recover the compensation costs against normal salary costs). This will be applied at an individual rather than scheme level.
- an individual leaving because of a voluntary severance resignation secured by a financial consideration may not return to employment within the same employer for a period of at least 12 months, including as a temporary agency worker or via a procurement route.

17.3 Purchase Orders

College orders must be placed for the purchase of all goods or services. Only in exceptional circumstances should petty cash be used to purchase goods or services.

Purchase orders may not be split to lower the value per order with a view to reducing the authorisation level required.

Budget holders are not authorised to commit the College to expenditure without first reserving enough funds to meet the purchase cost.

Purchasing directly from online sites is not advised as the College has limited protection when purchasing from this source. Purchasing from eBay and Amazon is prohibited unless authorised in advance by either the Head of Finance and Student Funding or the Director of Finance.

The following purchase order approval limits for individual items of expenditure will be applied within the [finance system](#):

Expenditure	Authoriser
£0 to £250	Budget Holder/delegated budget holder
£251 to £10,000	Principal Accountant
£10,001 to £1050,000	Director of Finance/Head of Finance and Student Funding
➤ £10050,001	Vice Principal / Principal
£250,001 to £500,000	Corporate Development Committee
➤ £500,000	Board of Management

A request for a special payment is used to make payments to suppliers without the requirement to set up full supplier details on the [finance system](#), and may only be used under the following conditions:

- For non-recurring purchases up to £1,000 (including VAT) where the supplier does not accept bank or credit card payments.
- For payments to groups of individuals, who may only ever be paid once. This includes nursery or specific membership refunds.

It is the responsibility of the Director of Finance to ensure that all purchase orders refer to the College's conditions of contract.

The College will not utilise on-line payment transaction systems – such as PayPal - for payment of on-line goods and services as there is limited recourse against the provider of the goods/services.

17.4 Credit Cards

Where appropriate, the Principal and the Vice Principal Operations may approve the issuing of College credit cards to senior staff. The operation and control of the College's credit cards is the responsibility of the Director of Finance. There will be appropriate oversight of the distribution of such cards and the associated card limits provided by the Vice Principal Operations.

Holders of credit cards must use them only for the purposes for which they have been issued and within the authorised purchase limits. Such cards shall be used for the payment of valid business expenses only, and the misuse of such cards shall be grounds for disciplinary action. Cards must not be loaned to another person, nor should they be used for personal or private purchases.

Cardholders should obtain approval to purchase from the relevant budget holder and should ensure that there is sufficient budget available to meet the costs. The Director of Finance shall determine what information is required on purchases made with cards from cardholders and deadlines for receipt in the Finance Department to enable financial control to be maintained. There should be appropriate segregation of duties, with those reviewing and reconciling cards not holding and using those cards.

All items purchased on the College credit card must have an approved purchase order before the goods or services are procured. The Director of Finance/Head of Finance and Student Funding will approve and sign credit card reconciliations at least quarterly.

17.5 Procurement

The College requires all budget holders, irrespective of the source of funds, to obtain supplies, equipment, and services at the most economically advantageous cost (MEAT). This should be consistent with quality, delivery requirements, sustainability and equalities legislation and in accordance with the College's Procurement Strategy ([final-procurement-strategy-2021-2025.pdf \(westcollegescotland.ac.uk\)](#)) considering procurement framework agreements as appropriate. Budget holders should engage with the College procurement function at the earliest possible opportunity.

The Director of Finance is responsible for:

- ensuring that the College procurement procedures and requirements are known and observed by all involved in purchasing for the College.
- advising all stakeholders on matters of College procurement process and practice.
- advising and assisting departments on specific departmental purchases.
- developing appropriate standing supply arrangements on behalf of the College to assist budget holders in meeting their value for money obligations.
- the drafting and negotiation of all large-scale purchase contracts undertaken by the College, in collaboration with the responsible department.
- ensuring that the College complies with all relevant public procurement policies.

Guidance on procurement matters is available on the [procurement area](#) of the College intranet. College procurement processes reflect the relevant guidance issued by [Advanced Procurement for Universities and Colleges](#) (APUC); and the requirements of the Procurement (Scotland) Regulations 2016, Procurement Reform (Scotland) Act 2015 and the Public Contracts (Scotland) Regulations. The Scottish Procurement Policy Handbook must also be followed and should be read in conjunction with the Procurement Journey (a toolkit providing practical guidance on procurement procedures). The Scottish Government's Construction Procurement Manual for managing or delivering construction / works projects is also mandatory.

Any proposal to award a contract without competition (non-competitive action) at a level above £25,000 must be approved in advance by SFC.

Goods and services should firstly be sourced through APUC and Government framework agreements, prior to any alternative procurement route being taken.

Strategy Development and Authorisation

The Procurement Department will create a procurement strategy for all tendering activities above £25,000 total contract value in line with best practice. This procurement strategy will detail the methodologies applied when tendering a commodity or category including the suggested route to procurement and tendering approach.

Procurement strategies will be authorised by the following staff for estimated contract values of:

Estimated Contract Value	Authorised By
£25,000 to £50,000	Budget Holder and Head of Finance and Student Funding
£50,001 to £100,000	SMT Member and Director of Finance
>£100,000	SMT Member and Vice Principal

17.6 Scottish Procurement Regulations

The Director of Finance is responsible for ensuring that the College complies with its legal obligations concerning procurement legislation.

The Director of Finance will advise Senior Management Team on the financial thresholds that are currently in operation. Any breach of these regulations could be liable to action by a supplier or potential supplier.

It is the responsibility of Senior Management Team to ensure that their members of staff comply with the Scottish procurement regulations by notifying the Director of Finance of any purchase that is likely to exceed the thresholds. This will need to be done well in advance where tenders are of a higher value to permit advertisements in relevant procurement portals as required.

17.7 Quotations and Tenders

Delegated budget holders must comply with the College's procurement guidance contained within these Regulations and the Scottish Government Procurement Journey.

Tendering procedures for the contract values noted below require to be followed:

Goods and Services

Total Contact Value	Action	Responsibility / Notes	Contract Authorisation
<£5,000	At least 2 written quotations where no current contract / framework is in place.	<u>Department</u> A balanced approach being undertaken based on the nature and level of the transaction involved. Value for money must always be achieved.	The Budget Holder
£5,001 to £25,000	Endeavour to obtain at a minimum 3 written quotations where no current contract / framework is in place.	<u>Department</u> The procurement must demonstrate best value, due diligence, and transparency in the selection process in line with corporate and statutory regulations.	A member of SMT and Head of Finance and Student Funding
£25,001 to £50,000	At a minimum 3 quotes via PCS 'quick quote' require to be obtained where no current contract / framework is in place.	<u>Procurement</u> The procurement must demonstrate best value, due diligence, and transparency in the selection process in line with corporate and statutory regulations.	A member of SMT and Director of Finance and / or Head of Finance and Student Funding
£50,001 to £500,000 £250,000	Open tender via PCS / PCS-T endeavouring to obtain at least 3 responses.	<u>Procurement</u> Where a suitable procurement framework exists, a mini competition or direct award may be carried out. If no suitable framework is available, it will be necessary to carry out an open tender exercise. The exercise should also be carried out in a manner that will allow any resulting contract to be formed on the Colleges' terms and conditions.	<u>Two from</u> Director of Finance and Vice Principal / Principal
>£500,000	Open tender via PCS-T	<u>Procurement</u> Where a suitable framework exists, a mini competition or direct award may be carried out. If no suitable	<u>Corporate Development Committee or</u> / Board of Management.

Total Contact Value	Action	Responsibility / Notes	Contract Authorisation
		framework is available, it will be necessary to carry out an open tender exercise. Procurements falling into this category must be advertised as per the current relevant procurement regulations.	<u>depending on timing of award</u>

The College is required to include a Community Benefits clause where the contract value is more than £4m as per the current procurement statutory regulations. For all contracts above this limit the College will seek a Community Benefits clause where considered relevant and appropriate.

For Works

Works are defined as under Schedule 2 of the Public Contracts (Scotland) Regulations 2016.

Total Contact Value	Action	Responsibility / Notes	Contract Authorisation
<£25,000	Endeavour to obtain at least 3 written quotations where no current contract / framework is in place.	<u>Department</u> A balanced approach being undertaken based on the nature and level of the transaction involved. Value for money must always be achieved.	The Head of Estates
£25,001 to £500,000	Written quotations require to be obtained via PCS / PCS-T where no current contract / framework is in place. Where an open tender is not conducted a minimum of 5 suppliers will be invited to respond and it is expected that a minimum of three bids will be assessed.	<u>Procurement</u> The procurement must demonstrate best value, due diligence, and transparency in the selection process in line with corporate and statutory regulations.	<u>Two from Director of Finance / Vice Principal / Principal Director of Infrastructure, Director of Finance and / or Vice Principal</u>
>£500,001	Open tender via PCS-T	<u>Procurement</u> An open tender exercise must be carried out if a framework is not available. Where a suitable framework does exist, a mini competition or direct award may be carried out in accordance with the framework rules. Advertising for procurements falling into this category is compulsory except when using a framework. Tenders for works above a total contract value of £4m must include provision for achieving Community Benefits as part of their outcomes.	<u>Corporate Development Committee or Board of Management depending on timing of award</u> Board of Management

The College is required to include a Community Benefits clause where the contract value is more than £4m as per the current procurement statutory regulations. For all contracts above this limit the College will look to include a Community Benefits clause, where considered relevant and appropriate.

17.8 Building Contracts

Building contracts more than ~~£500~~£250,000 are the approval responsibility of the Corporate Development Committee and can be approved by the Board of Management should the timing of the contract not allow consideration by the Corporate Development Committee. ~~with contracts above £500,000 requiring Board of Management approval, with a~~ Advice on all contractual matters will be provided by the Vice Principal Operations, Head of Estates ~~Director of Infrastructure and/or~~ Director of Finance and where necessary externally appointed professional advisors.

Proposals will be initiated because of required and planned capital developments. Managing consultants may be appointed if the project is of a scale or specialism that requires this. All such appointments shall be subject to tendering and other procurement procedures as appropriate.

Proposals for building contracts that require Board of Management approval shall be presented in the form of an options appraisal including relevant costings as appropriate, prepared by the Vice Principal Operations and Director of ~~Finance~~ Infrastructure. Option appraisals should comply with Scottish Funding Council guidance.

Following consideration, and approval by the Board of Management, option appraisals should be forwarded to the Scottish Funding Council where appropriate. If the required agreement is secured from the Scottish Funding Council, the relevant procedural rules should be followed. Scottish Funding Council guidance on best practice should be followed even when Scottish Funding Council approval is not required.

The achievement of value for money will be an objective in the awarding of all contracts.

17.9 Receipt of Goods and Services

All goods received shall be checked for quantity and/or weight and inspected for quality and specification. A delivery note shall be obtained from the supplier at the time of delivery and signed by the person receiving the goods. All persons receiving goods on behalf of the College must be independent of those who negotiated prices, its terms and placed the official order.

All goods and services received shall be entered onto the [finance system](#) as soon as practicable after receipt or delivery. If goods are deemed to be unsatisfactory, the record shall be marked accordingly, and the supplier immediately notified so that they can be collected for return as soon as possible. Where goods are short on delivery, the record should be marked accordingly, and the supplier immediately notified.

17.10 Payment of invoices

The procedures for making all payments shall be in a form specified by the Director of Finance.

Payments to UK suppliers will normally be made by BACS transfer and will only be varied after consulting with the Head of Finance and Student Funding.

Budget Holders are responsible for ensuring that expenditure within their departments does not exceed funds available.

Suppliers should be instructed by the budget holder to submit invoices for goods or services directly to the Finance Department by electronic means where possible.

Care must be taken by the budget holder to ensure that discounts receivable are obtained.

Payments will only be made by the Finance Manager against invoices that have been certified for payment by the appropriate budget holder and that can be matched to a receipted order. Certification should be done electronically through the [finance system](#).

Certification of an invoice or receipting of an electronic order will ensure that:

- the goods have been received, examined, and approved for quality and quantity, or those services rendered, or work done is satisfactory.
- where appropriate, it is matched to the order.
- invoice details (quantity, price discount) are correct.
- the invoice is arithmetically correct.
- the invoice has not previously been passed for payment.
- where appropriate, an entry has been made on a stores record or departmental inventory.
- an appropriate cost centre is quoted; this must be one of the cost centre codes included in the budget holder's area(s) of responsibility and must correspond with the types of goods or service described on the invoice.

17.11 Staff Reimbursement

The College's purchasing and payments procedures are in place to enable most non-pay supplies to be procured through the purchase ledger system without staff having to incur any personal expense. However, on occasion, staff may incur expenses, most often in relation to travel, and are entitled to reimbursement. Where such purchases by staff are planned, Senior Management Team members may approve advances to staff that are going to incur expenditure on the College's behalf. Advances by bank transfer may be requested from the Finance Team.

Upon completion of the travel or project to which the advance relates, a staff expenses claim must be prepared to demonstrate how the advance was disbursed and any unspent balance repaid and returned to the Finance team. Under no circumstances will a second advance be approved when the final accounting for an earlier advance to an individual is still outstanding.

For all other expense reimbursement, the College Travel and Subsistence Procedure applies, and this document is available on the [College staff intranet page](#).

17.12 Late Payment Rules

The Late Payment of Commercial Debts (Interest) Act 1998 as amended by the Late

Payment of Commercial Debts Regulations 2002 gives businesses the statutory right to claim interest on late payments from large organisations and public authorities, including the College. Key points in relation to this are:

- small businesses can charge interest on overdue invoices.
- the rate of interest is currently 8% per annum above the official daily rate of the Bank of England.
- late payment compensation of £40 per invoice.

In view of the penalties in this Act, the Board of Management requires that invoices must be passed for payment when received, and payment made in accordance with the Prompt Payment Code (<http://www.promptpaymentcode.org.uk/>).

17.13 Losses and Special Payments

In principle, the College will always attempt to pursue the recovery of overpayments, irrespective of how they came to be made. In practice, however, there will be both practical and legal limits to how cases should be handled. Each case will therefore be dealt with on its individual merits.

The College will only take a decision not to seek recovery of an overpayment based on a cost benefit analysis of the options. A decision not to pursue recovery will be exceptional and will only be taken after a careful appraisal of the relevant facts. A Vice Principal or the Director of Finance must authorise the non-pursuance of an overpayment. The decision not to pursue an overpayment must consider the guidance in the section of the SPFM on Losses and Special Payments. Any decision not to pursue recovery, or not to pursue recovery in full, should be defensible in the public interest.

Losses should only be written off after careful appraisal of the facts. All reasonable action must have been taken to affect the recovery of losses. Where there is a request to write off a loss or make a special payment exceeding £250,000 this will require to be authorised by the SFC prior to instigating the write off or making the payment.

Losses and special payments have been grouped into several different categories and include the following:

- Cash and bookkeeping losses.
- Losses of assets, stores and equipment.
- Extra-contractual payments.

These are payments which, although not legally due under the original contract or subsequent amendments, appear to place an obligation on a public sector organisation which the courts might uphold. Such obligations will usually arise from administrative action or inaction in relation to the contract. A payment is regarded as extra-contractual even where there is doubt whether the organisation is liable to make it, for example, where the contract provided for arbitration, but a settlement is reached without recourse to arbitration. A payment made because of an arbitration award is contractual.

Compensation payments are ones made in respect of unfair dismissal or in respect of personal injuries, traffic accidents, and damage to property suffered by staff. Ex gratia payments are payments made where there is no legal obligation to pay.

There must always be good public policy grounds for making such payments. Within this category may fall out of court settlements, such as cases where the pursuer has no legal case, but the College wishes to stop the litigation because it may be costly in time and resources. Other examples of ex gratia payments would be payments as compensation for distress or loss arising from a perceived failure of the College but where there was no legal obligation to pay, or awarding a dismissed office holder a gratuity, that goes beyond any legal entitlement by virtue of his/her employment.

Losses incurred by the College of more than £3,000 each year should be reported annually to the SFC. The report should detail the number of such losses and the total cost.

17.14 Bankruptcy / Liquidation / Receivership

When the College learns of a bankruptcy / liquidation or receivership, it will stop all payments pending confirmation of the individual / organisation status. Once the bankruptcy / liquidation or receivership has been confirmed it is essential for the College to ensure that any payment due by them is made only to the proper person, and that any claim by them is properly lodged. The College should also consider, in consultation with legal advisers as required, whether any contract should be terminated. Any amounts to be written off because of bankruptcies will be subject to the SPFM guidance on Losses and Special Payments.

18 Petty Cash, Floats and Project Advances

18.1 Cash Requests

College purchasing and payment procedures are in place to enable most non-pay supplies to be procured through the finance system without staff having to incur personal expenses. The use of advances, petty cash and departmental float cash should only be used where cash expenditure may be unavoidable. An online [cash claim form](#) is available on the College intranet and must be used for requesting all cash transactions. The Director of Finance shall make available to departments float imprests as considered necessary for the disbursements of incidental expenses. However, it is important for security purposes that imprest floats are kept to a minimum. All expenses must be supported by receipts and vouchers. Requisitions for reimbursements must be sent via the online form found on the staff intranet which has workflow in place for authorisation by Budget holder in the first instance. If the amount requested is above £250 authorisation is required by SMT. The authorised form will be received electronically by the Finance Department, together with appropriate receipts or vouchers for processing. Reimbursements will be made via Bank transfer.

18.2 Floats

Floats are provided to departments for incidental expenses, which can be requested through the online cash form. A designated member of staff will be granted a float and is personally responsible for its' safe keeping. The petty cash box must be kept locked in a secure place in compliance with the requirements of College insurers when not in use and will be subject to periodic checks by the Finance Manager or another person nominated.

College float reconciliation sheets are supplied by the Finance Department and must be used for recording all imprest accounts. Reimbursements of floats must be sent via the online form where staff must account for and provide all the receipts/supporting documents for the expensed items.

Interim annual audits will be undertaken by the Finance Department of floats and certificate of the balances held should be completed by the member of staff responsible for the float and counter-signed by the budget holder. At the end of the financial year all floats must be returned to Finance and requested again at the start of the new financial year.

18.2 Project Advances

The Head of Finance and Student Funding and the relevant budget holder may jointly approve project cash advances where projects are carried out away from the College. These specifically relate to situations where cash expenditure may be unavoidable, especially in relation to student day trips.

Other forms of payment will be expected to be used wherever possible, such as an official purchase order and subsequent payment or a College credit card. College purchasing and payments procedures are in place to enable most non-pay supplies to be procured through the [finance system](#) without staff having to incur any personal expense.

Advances will not be issued to cover normal staff expenditure incurred in relation to travel and subsistence. Reimbursement for this will be sought in accordance with the College Travel and Subsistence Procedure with reimbursement through payroll.

Cash advances should be requested using the online cash claim form found on the staff intranet. Receipts or paid invoices will be retained for all sums expended in this way. Upon completion of the project to which the advance relates, within one month a final account must be prepared to demonstrate how the advance was disbursed and any unspent balance repaid. Under no circumstances will a second advance be approved when the final accounting for an earlier advance to a project or individual is outstanding.

Where cash advances more than £250 are requested, then these require to be further approved by a member of SMT. If a member of SMT is making the request the approval should be sought from their line manager.

19 Checking Financial Transactions

The responsibility for the propriety, regularity and accuracy of financial transactions cannot be avoided by relying on the work of internal or external auditors. The College will carry out appropriate reviews at operational area level as/if required. This includes checking the arithmetical accuracy of invoices raised / received; claims or other vouchers; fulfilment of the terms of a contract; professional verification for validity; physical checking of goods invoiced; checking of invoices against orders; and application of VAT. Any reviews will be undertaken by finance staff who will have no direct involvement in entering commitments for related goods and services.

To ensure that the review/checking procedures are both effective and economical they must be monitored. At operational area level records should be analysed regularly to identify the underlying reasons for any errors - such as the need for improvements in form design or training - and to take remedial action as necessary. In addition, internal audit should report on cases of excessive or ineffective financial checking and where appropriate checking procedures should be adjusted considering any findings.

Reviews will consider the extent of and the need for checks carried out in operational areas. Analysis of the results may suggest underlying inadequacies in the procedures or supporting systems which need to be addressed separately.

20 Pay Expenditure

20.1 Remuneration Policy

All College staff will be appointed to College salary scales in accordance with appropriate conditions of service. All letters of appointment must be issued by the Organisational Development and HR Department.

The salary and other benefits for the Principal and Vice Principals will be determined by the Remuneration Committee set up by the Board of Management but will have due regard to Public Sector Pay Policy. The salary and other benefits for Assistant Principals, Directors and Heads will be determined by the Principal but will have due regard to Public Sector Pay Policy.

20.2 Appointment of Staff

All contracts of service shall be concluded in accordance with College approved HR practices and procedures. All offers of employment with the College shall be made in writing by the Director of Organisational Development and HR. Budget holders shall ensure that the Director of Finance and the Head of Organisational Development and Human Resources are provided promptly with all information they may require in connection with the appointment, resignation, or dismissal of employees.

All permanent posts/contracts require to be authorised by a Vice Principal and then by the Director of Organisational Development and HR prior to the position being advertised.

20.3 Salaries and Wages

The College must have regard to Public Sector Pay Policy set by the Scottish Ministers. The Director of Organisational Development and HR is responsible for all payments of salaries and wages to all staff including payments for overtime or services rendered. All timesheets and other pay documents, including those relating to fees payable to external examiners and visiting lecturers will be in a form prescribed or approved by the Director of Organisational Development and HR.

The Director of Organisational Development and HR will also be responsible for keeping the Director of Finance informed of all matters relating to personnel for budgeting and forecasting purposes. These include:

- appointments, resignations, dismissals, supervisions, secondments and transfers.
- absences from duty for sickness or other reason, apart from approved leave.
- changes in remuneration other than normal increments and pay awards.
- information necessary to maintain records of service for superannuation, income tax and national insurance.

The Director of Organisational Development and HR is responsible for the monthly BAC's payments to employees and non-employees (pay over of payroll deductions). The Director of Organisational Development and HR is responsible for informing the appropriate authorities of such payments.

All employees will be included on the College payroll.

The Director of Organisational Development and HR shall be responsible for keeping all records relating to payroll including those of a statutory nature. All payments must be made in accordance with the College's detailed payroll financial procedures and comply with HMRC regulations.

20.4 Pension Schemes

The Board of Management is responsible for undertaking the role of employer in relation to appropriate pension arrangements for employees. The College provides access to two defined benefit pension schemes. Support staff are eligible to join the Local Government Pension Scheme administered by the Strathclyde Pension Fund. Teaching staff are eligible to join the Scottish Teachers Superannuation Scheme administered by the Scottish Public Pensions Agency.

The Director of Organisational Development and HR is responsible for day-to-day superannuation matters, including:

- paying contributions to various authorised superannuation schemes.

- preparing the annual return to various superannuation schemes.
- administering the College's pension fund.

The Director of Organisational Development and HR is responsible for administering eligibility to pension arrangements and for deciding when deductions should begin or cease for staff.

20.5 Travel, Subsistence and Other Allowances

All claims for payment of subsistence allowances, traveling and incidental expenses shall be completed and submitted electronically or in exceptional circumstances – for example a failure of the IT system - on the forms available on the HR system. These claims must be made in accordance with the requirements of the [College Travel and Subsistence Procedure](#).

20.6 Non-salary Rewards

The College may make non-salary rewards.

When making such awards care will be taken to avoid any criticism of unfair preference being given. The recipient of the reward will be given some choice or third-party suppliers will be used where, for example, voucher schemes are introduced.

In making the award the College will actively consider whether the non-salary reward schemes represent an appropriate use of public funds.

The College will be open and transparent in the way it deals with non-salary rewards. Should the College introduce such awards, a clear policy on disclosure of information about the awards which have been made and the procedures adopted for making those awards will be approved and widely disseminated.

20.7 Overseas Travel

All arrangements for overseas travel must be approved by a Vice Principal in advance of committing the College to those arrangements or confirmation of any travel bookings. Arrangements for overseas travel by Vice Principals will require to be approved by the Principal. Arrangements for overseas travel by the Principal or members of the Board of Management shall be approved by the Chair of the Board of Management. Arrangements for travel by the Chair of the Board of Management shall be approved by the Corporate Development Committee.

Where spouses, partners, or other persons unconnected with the College intend to participate in a trip, this must be clearly identified in the approval request. The College must receive reimbursement for the expected costs it may be asked to cover for those persons in advance of confirming travel bookings.

20.8 Travel and Expenses for Members of the Board of Management

Claims for members of the Board of Management will be authorised by the Secretary to the Board. Claims for the Chairperson will be authorised by the Chair of the Remuneration Committee. Only reasonable expenses can be reimbursed for attending meetings.

20.9 Severance and Other Non-Recurring Payments

In considering terms for severance, early retirement, or redundancy packages - whether compulsory or voluntary - public bodies to which the SPFM is directly applicable – including the College - should ensure that issues of legal and regulatory compliance, propriety and value for money are fully considered, alongside employee relations issues. Specifically:

- public funds must not be used wastefully or to underwrite inequitable or over- generous conditions of service, including severance.
- notice of termination of appointments should not be delayed to generate compensation payments in lieu of notice.
- where appropriate, ex-gratia severance or redundancy packages should be based on the arrangements set out within relevant extant terms and conditions of employment. Prior consideration should be given to the availability of pension and compensation benefits within these conditions.

- any special payments should be transparent and negotiated in such a way as to avoid conflicts of interest.
- offers of subsequent employment or consultancy work should be exceptional and only made where they represent value for money.
- any undertakings about confidentiality should leave transactions open to proper public scrutiny.

In line with the requirements of the SPFM, the College's severance scheme must be approved by SFC. The SFC issued 'Guidance on seeking approval for severance schemes and settlement agreements' (SFC/GD/01/2016) which incorporates the SPFM requirements. Provided a severance payment is within the parameters of a scheme, which has been approved by the SFC, there will be no need for the College to seek approval to the individual payment from SFC. Approval lasts for the duration of the scheme.

The College must follow the requirements of the SPFM and the SFC in determining settlement agreements, severance, early retirement and redundancy arrangements and payments.

Special severance payments more than £1,000 must be approved by SFC, except where provision for such payments has been included in a severance scheme approved by SFC.

Under the terms of the FM, the College is required to submit an annual report to SFC of any compensation payments that exceed £5,000 or ex- gratia payments that exceed £1,000. The report should describe the number of instances and total cost.

21 Assets

21.1 Overall Responsibility

The Board of Management has a duty to ensure that the assets for which they are responsible such as land, buildings, or other property - including stores and equipment - are properly and well managed. Robust systems should be put in place to ensure that the accuracy and integrity of information held on registers, databases and inventories is safeguarded and readily available for inspection.

21.2 Land, buildings, fixed plant and machinery

The purchase of land, buildings or fixed plant can only be undertaken with authority from the Board of Management and with reference to SFC requirements where exchequer-funded assets or exchequer funds are involved. Lease or rental agreements with a total agreement value of £250,000 or more must be approved by the Corporate Development Committee. Lease or rental agreements with a total agreement value of £500,000 or more will require the approval of the Board of Management.

Expenditure should be incurred in a way which represents value for money, considering potential risks to regularity and propriety. Effective control over payments must be maintained at all stages. Expenditure should be authorised in the operational area which entered the commitment, with due consideration to separation of duties.

21.3 Fixed Asset Register

The Director of Finance is responsible for maintaining the College register of land, buildings, fixed plant, and machinery. Managers will provide the Director of Finance with any information required to maintain the register.

Under resource accounting and budgeting, asset registers are a key part of financial management systems and must be capable of delivering the accounting requirements of the Government Financial Reporting Manual. The registers should contain details of all assets (both current and non-current) owned, whose value or original purchase price is more than the College's capitalisation threshold. The College asset register is computerised and the minimum detail held is:

- purchase price and date.
- asset accounting code.
- asset identification number.
- a physical description of the asset (where appropriate) together with details of serial or registration number.
- Locations.
- evidence of physical verification of the asset's existence.
- a depreciation profile.

21.4 Inventories

Managers are responsible for maintaining inventories, in a form prescribed by the Director of Finance, for all plant, equipment, furniture and stores in their departments. The inventory must include items donated or held on trust and must be checked at least annually.

The IT Department must maintain an inventory register of all ICT equipment.

When transferring equipment and plant between departments, a transfer record must be kept, and the inventories amended accordingly.

21.5 Stocks and Stores

Managers are responsible for establishing adequate arrangements for the custody and control of stocks within their departments. The systems used for stock accounting in departments must have the approval of the Director of Finance.

Managers are responsible for ensuring that regular inspections and stock checks are carried out. Stocks and stores of a hazardous nature should be subject to appropriate security checks.

Those Managers whose stocks require valuation in the balance sheet must ensure that the stock-taking procedures in place have the approval of the Director of Finance and those instructions to appropriate staff within their departments are issued in accordance with advice contained in the College's detailed financial procedures.

21.6 Safeguarding Assets

Managers are responsible for the care, custody and security of the buildings, stock, stores, furniture, and cash under their control. They will consult the Director of Finance in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.

High value assets owned by the College shall, so far as is practical, be effectively marked to

identify them as College property.

21.7 Personal Use

Assets owned or leased by the College shall not be subject to personal use without proper authorisation.

21.8 Asset Disposal

Holdings of property, plant and equipment should be kept under constant review with a view to disposing of surplus assets as quickly as possible.

Disposal of equipment and furniture must be in accordance with procedures agreed by the Director of Finance. In disposing of plant and equipment assets which is surplus to requirements due consideration should be given to value for money. Payment should normally be required to be made before goods are released for collection or delivery. The law implies that any goods sold are of merchantable quality and fit for the purpose for which they are sold. If there is any reason to believe that goods are faulty or sub-standard, it should be made clear that they are sold as seen and without any implied warranties as to quality or fitness.

Disposal of land and buildings must only take place with the authorisation of the Board of Management. SFC consent may also be required if exchequer funds were involved in the acquisition of the asset. Holdings of land and buildings should be limited to the minimum needed to meet present and planned future requirements.

Land and buildings identified for disposal should be valued professionally. The District Valuer or suitably qualified private sector valuers - and in some exceptional cases in-house valuers - may be used. Advice should also be sought on development potential where required.

In disposing of exchequer funded assets, the College must follow the guidance contained within the SPFM and the relevant procedure notes issued by the SFC website.

21.9 Impairments, Provisions and Write-Offs

Assets must be recorded in the Balance Sheet at Depreciated Replacement Cost for Land and Buildings and at Historic Cost less depreciation for Equipment in accordance with the Financial Reporting Manual (FRM). Where an asset, including investments, suffers impairment, it is important that the prospective impairment and background is communicated to the SFC at the earliest possible point in the financial year to determine the budget implications. Any significant movement in existing provisions or the creation of new provisions must be discussed with the SFC.

21.10 All Other Assets

Managers are responsible for establishing adequate arrangements for the custody and control of all other assets owned by the College, whether tangible, such as stock, or intangible, such as intellectual property, including electronic data.

22 Funds Held on Trust

22.1 Gifts, Benefactions and Donations

The Director of Finance is responsible for maintaining financial records in respect of gifts, benefactions and donations made to the College and initiating claims for recovery of tax where appropriate.

22.2 Student Support Funds

The Director of Finance will prescribe the format for recording the use of student support funds. Records of support funds will be maintained according to funding body requirements. The College must follow SFC's Student Support Guidance.

23 Other

23.1 Maladministration

The College has a set of clear standards and an accessible complaints procedure which can be found at [Complaints - West College Scotland](#). If College services have been found to be deficient the College has a clearly defined procedure in place to ensure that, so far as reasonably practicable, the identified deficiencies are addressed to prevent recurrence.

Any payments of financial redress qualify as ex gratia payments and are therefore subject to the guidance on Losses and Special Payments. Any such payment will require to be authorised in advance by either the Principal or a Vice Principal. Payment on grounds other than actual financial loss or costs should only arise in exceptional circumstances.

23.2 Insurance

Insurance arrangements of all bodies to which the SPFM is applicable should be reviewed from time to time in the context of Risk Management. However, under the Scottish Ministerial policy of self-insurance constituent parts of the Scottish Administration and self-insuring SG sponsored bodies would be justified in taking out commercial insurance only in specified circumstances or if the cost of claims, including in-house and contracted-out administration costs, was calculated as likely to exceed the cost of insurance premiums. All the expected costs and benefits should be considered in establishing a value for money case for commercial insurance. Detailed guidance on conducting a cost-benefit analysis is provided in the Green Book. To show that commercial insurance provides value for money the cost-benefit analysis must show a positive net benefit.

Commercial insurance must be taken out by SG sponsored bodies where there is a legal requirement to do so. The Scottish Ministers have agreed a derogation whereby Colleges can extend their current commercial insurance arrangements for three years to 31 July 2024.

The Director of Finance is responsible for College insurance arrangements, including the provision of advice on the types of cover available. As part of the overall risk management strategy, all risks will have been considered and those most effectively dealt with by insurance cover will have been identified. This is likely to include important potential

liabilities and provide enough cover to meet any potential risk to all assets.

The Director of Finance is responsible for effecting insurance cover as determined by the Corporate Development Committee. He or she is therefore responsible for obtaining quotes, negotiating claims, and maintaining the necessary records. The Director of Finance will keep a register of all insurances effected by the College and the property and risks covered and will also liaise with College insurers and advisers about specific insurance matters.

Managers must ensure that any agreements negotiated within their departments with external bodies cover any legal liabilities to which the College may be exposed. The Director of Finance advice should be sought to ensure that this is the case. Directors and Managers must give prompt notification to the Director of Finance of any potential new risks and additional property and equipment that may require insurance and of any alterations affecting existing risks. Managers must advise the Director of Finance immediately of any event that may give rise to an insurance claim. The Director of Finance will notify the College's insurers and, if appropriate, prepare a claim in conjunction with the head of department for transmission to the insurers.

The Director of Finance is responsible for keeping suitable records of plant which is subject to inspection by an insurance company and for ensuring that inspection is carried out in the periods prescribed.

All staff using their own vehicles on behalf of the College shall maintain appropriate insurance in accordance with the requirements of the College Travel and Subsistence Procedure.

23.3 Companies and Joint Ventures

In certain circumstances it may be advantageous to the College to establish a company or a joint venture to undertake services on behalf of the College. Any member of staff considering the use of a company or a joint venture should first seek the approval of the Director of Finance who will consult and seek approval from the Board of Management. Approval from the SFC will also be required.

It is the responsibility of the Board of Management to establish the shareholding arrangements and appoint directors of companies wholly or partly owned by the College. These and other arrangements will be set out in a memorandum of understanding. The directors of companies where the College is a shareholder must submit, via the Corporate Development Committee, an annual report to the Board of Management. They will also submit business plans or budgets as requested to enable the Committee to assess the risk to the College.

Where the College is the majority shareholder in a company, the SFC requires that the company's financial year must be consistent with that of the College.

23.4 Security

Keys to safes or other similar containers are to be retained securely. The loss of such keys must be reported to the Director of Finance immediately.

The Vice Principal Operations ~~Director of Infrastructure~~ shall be responsible for maintaining proper security and privacy of information held on the College's computer network. Appropriate levels of security will be provided, such as passwords for networked personal computers together with restricted physical access for network servers. Information relating to individuals held on computer will be subject to the provisions of the relevant data protection legislation. A College Data Protection Officer shall be nominated to ensure compliance with relevant legislation and the safety of documents.

The Principal's Office is responsible for the safekeeping of official and legal documents relating to the College. The Principal's Office will make the necessary arrangements to ensure the safe keeping of such documents as copies of deeds, leases, agreements and contracts. All such official and legal documents shall be held in an appropriately secure location.

23.5 Contingent Commitments

The College must seek SFC's prior written consent if it intends to lend or give a guarantee, indemnity, or letter of comfort. The value of the guarantee should be equal to the total contingent liability over the term of the guarantee. In all cases, the College must take steps to restrict the contingent liability to a minimum and should undertake a careful appraisal of the risks before accepting any contingent liability.

The College should also provide assurance that, in the event of the contingent liability arising, it can be met from College resources, or that appropriate insurance cover has been arranged.

SFC written consent is not required for such arrangements if the indemnity is of a standard type contained in contracts and agreements for day-to-day procurement of goods and services in the normal course of business.

23.6 Students' Association

The Students' Association is a separate legal entity from the College and is recognised as fulfilling a valuable role in supporting and representing the student community. Subject to any constraints imposed by the SFC, the Board of Management shall determine the level of grant to be paid annually to the Students' Association.

The Board of Management requires the Students' Association to provide for information including details of its' proposed budget to assist in determining the appropriate level of grant in accordance with an agreement between the College and the Students' Association. The College's internal / external auditor shall have access to records, assets, and personnel within the Students' Association in the same way as other areas of the College. At the year end the Students' Association financial statements will be independently examined by an appropriately qualified member of staff or firm of auditors and will be presented to the Board of Management for information.

The College will assist the Students' Association by maintaining its financial records and assisting in preparing its annual financial report to the Board of Management.

23.7 Provision of Indemnities

Any member of staff asked to give an indemnity, for whatever purpose, should consult the Director of Finance before any such indemnity is given.

24 Intellectual Property Rights and Patents

24.1 General

Certain activities undertaken including research and consultancy may give rise to ideas, designs and inventions which may be patentable. These are collectively known as intellectual property.

24.2 Patents

The Board of Management is responsible for establishing procedures to deal with any patents accruing from inventions and discoveries made by staff during their research.

24.3 Intellectual Property Rights

Intellectual Property is the product of thought, creativity, and intellectual effort. During their studies at the College, students may generate Intellectual Property which is of some commercial value. A variety of legal rights protect applications of ideas and information that may be of commercial value. Those most relevant to the College's activities include patents, registered designs, copyright and 'know how'. The law is clear that intellectual property created by staff 'in the course of their employment' belongs to the College. Students are not normally employees of the College. Any assignment of student Intellectual Property must be done by a specific contract. Colleges must seek to strike a balance between a duty of care to the student and a duty not to exploit (e.g. sell, transfer, assign or license) Intellectual Property for the College's good, this balance being best achieved by selective assignment arising out of a specific contract in cases where the College's input in the creation of the Intellectual Property is very clear.

In the event of the College deciding to become involved in the commercial exploitation of inventions and research, guidance should be sought from the College legal advisors. The Director of Finance requires to authorise any agreement between the College and the students concerned.

24.4 Intellectual Property Rights by Students

Where a student generates Intellectual Property, the student has a duty to promptly inform the College of the Intellectual Property. The College will explain to the Student the matter of ownership in respect of all types of Intellectual Property through the development of appropriate documentation. When considering any Intellectual Property generated by one of its students, the College will seek to strike a balance between fulfilling its duty of care to the student and exploiting intellectual property for the good of the College. In each case the College will be mindful of protecting any third-party rights that may be relevant in the generation of the Intellectual Property.

Appendix 1: The Nine Principles of Public Life

Public Service

You have a duty to act in the interests of the public body of which you are a member and in accordance with the core tasks of that body.

Selflessness

You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Integrity

You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Objectivity

You must make decisions solely on merit when carrying out public business.

Accountability and Stewardship

You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the public body uses its resources prudently and in accordance with the law.

Openness

You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

Honesty

You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the public body and its members in

conducting public business.

Respect

You must respect fellow members of your public body and employees of the body and the role they play, treating them with courtesy at all times.

Appendix 2: Summary of Protocols for Proposed Projects

The proposal should be supported by a plan for a period relevant to the size of the project which sets out:

- a demonstration of the proposal's consistency with the strategic plans approved by the Board of Management and with the College's powers under current legislation.
- details of the market need and the assumptions (based on reference data) of the level of business available.
- details of the business and what product or service will be delivered.
- an outline plan for promoting the business to the identified market and achieving planned levels of business.
- details of the staff required to deliver, promote and manage the business, together with any re-skilling or recruitment issues.
- details of any premises and other resources required.
- a financial evaluation of the proposal together with its impact on revenue and surplus, plus advice on the impact of possible alternative plans and sensitivity analyses in respect of key assumptions.
- contingency plans for managing adverse sensitivities.
- consideration of taxation and other legislative or regulatory issues.
- a financial forecast for the proposal including a monthly cash flow forecast and details of the impact on the College cash flow forecast for the financial years in question.

Name of policy/procedure/decision:

Financial Regulations

Provide a brief summary of the aims of the policy/procedure/decision and main activities:

The overall aim of this Policy is to ensure that West College Scotland has sound financial management systems in place and that these systems are strictly adhered to. This should lead to effective control over the totality of the College's resources and provide management with assurances that the resources are being properly applied for the achievement of the College's strategic plan and business objectives, namely:

- financial viability.
- achieving value for money.
- fulfilling its responsibility for the provision of effective financial controls over the use of public funds.
- ensuring that the College complies with all relevant legislation.
- safeguarding the assets of the College.

Assessed By:

Clare Fraser

Date: 19 September 2021

This stage establishes whether a policy, procedure or decision will have a differential impact from an equality perspective on people who share protected characteristics or whether it is "equality neutral" (i.e. have no effect either positive or negative).

The protected characteristics are: age, disability, gender reassignment, pregnancy or maternity, race, religion or belief, sex and sexual orientation.

1. Who will benefit from this (students/staff/stakeholders)? Is there likely to be a positive impact on people who share protected characteristics, and if so, how? Or is it clear at this stage that it will be equality “neutral”? i.e. will not have a differential impact on any equality group/s?

Ultimately all stakeholders – students, staff, partners and the general public will benefit from these Regulations given that they provide for good financial management and proper use of public funds. It is not anticipated that there will be any differential positive impact, that is, each group should benefit equally.

2. Is there likely to be an adverse impact on people who share protected characteristics? If so, who may be affected and why? Or is it clear at this stage that it will be equality “neutral”? There is little likelihood that this Policy will have an adverse impact on people who share protected characteristics. In fact, the policy itself could advance equality and prevent discrimination due to the fact that it focuses on robust and transparent systems and processes. Such transparency and openness could reduce the risk of unfairness.

It is also noted that the policy refers to ethical standards which are synonymous with good practice in equality, diversity and inclusion. Additionally, given that the nine Principles of Public Life include specific reference to integrity, objectivity, openness, and respect, and the fact that equal opportunity arrangements are a characteristic of Best Value, there is evidence that this Policy mainstreams good practice in equality.

Finally, this Policy sets out responsibility for ensuring that the College complies with legislation, which includes the Equality Act 2015 and the Specific Equality Duties. This should also reduce the risk of unfairness or discrimination taking place.

3. What action will you take to ensure that you are monitoring the impact of this policy?

Any complaints about the implementation of this Policy will be monitored, and we will also review monitoring information relevant to each of the separate activities/areas referred to within this Policy.



Agenda Item 15.1

Meeting	Board
Date	Monday 10 October 2022
Location	MS Teams
Title of Paper	CD COMMITTEE - meeting held on Tuesday 6 September 2022 and minutes from two special CDC meetings held on Friday 8 July 2022 and Wednesday 31 August 2022
Presented By	John Leburn, Chair, CD Committee.
Recommendation to Members	The draft CD Committee minutes from the meeting held on Tuesday 6 September 2022 and minutes from two special CDC meetings held on Friday 8 July 2022 and Wednesday 31 August 2022 are attached for information later in the agenda. They will be formally approved at the next Committee meeting. The Committee Chair, John Leburn, will provide some highlights.
Appendix Attached	No

Highlights:

Will be summarised at the meeting by Mr Leburn.



Agenda Item 15.2

Meeting	Board
Date	Monday 10 October 2022
Location	MS Teams
Title of Paper	Audit COMMITTEE - meeting held on Wednesday 21 September 2022.
Presented By	Graeme Bold, Chair, Audit Committee.
Recommendation to Members	The Audit Committee met on Wednesday 21 September 2022 and the Committee Chair, Graeme Bold, will provide some highlights.
Appendix Attached	No

Highlights:

Will be summarised at the meeting by Mr Bold.



Agenda Item 15.3

Meeting	Board
Date	Monday 10 October 2022
Location	MS Teams
Title of Paper	Remuneration COMMITTEE - meeting held on Tuesday 20 September 2022.
Presented By	Linda Johnston, Chair, Remuneration Committee.
Recommendation to Members	The draft Remuneration Committee minutes from the meeting held on Tuesday 20 September 2022 are attached for information later in the agenda. They will be formally approved at the next Committee meeting. The Committee Chair, Linda Johnston, will provide some highlights.
Appendix Attached	No

Highlights:

Will be summarised at the meeting by Mrs Johnston.



Meeting	Board Agenda Item 20
Date	10 October 2022
Location	MS Teams
Title of Paper	Board Membership, Proposed Schedule of Business 2022/23 And Dates of Meetings In 2022/23
Presented By	Shirley Gordon, Secretary to the Board
Recommendation to Members	The Board is asked to note the information.
Appendix Attached	<p>Yes</p> <p>Appendix 1 - Current Board membership.</p> <p>Appendix 2 - Proposed Schedule of Business for 2022/23. This will be subject to review and adjustment in light of business coming forward but has been drafted based on previous years business cycles to give a guide.</p> <p>Appendix 3 - Dates of meetings in 2022/23. The dates of meetings of the Board and Committees is attached.</p>



WEST COLLEGE SCOTLAND BOARD OF MANAGEMENT

Under the terms of the Further and Higher Education (Scotland) Act 1992, as amended by the Post-16 Education (Scotland) Act 2013, the membership of the Board of Management shall consist of no fewer than 15 nor more than 18 members. The current membership is:

Chair

Dr Waiyin Hatton

Vice Chair (Non-Executive Member)

Linda Johnston

Principal

Elizabeth Connolly

Teaching staff – 1 elected

Vacancy

Non-Teaching staff – 1 elected

Douglas Bayley

Students Association – 2 elected

Abbie McGrath

Sandor Nagy

Non-Executive Members

Graeme Bold

Gordon Hunt

John Leburn

Ronald Leitch

Grant Lyall

Fiona McKerrell

Jane McKie

Daniel McMahon

Mark Newlands

Vacancy

Vacancy

In Attendance

Stephanie Gunn, Vice-Principal Educational Leadership

Amy McDonald, Vice-Principal Operations

Shirley Gordon, Secretary to the Board

BOARD OF MANAGEMENT - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 10/10/22 Papers dist – 3/10/22	Meeting – 12/12/22 Papers dist – 5/12/22	Meeting – 27/2/23 Papers dist – 20/2/23	Meeting – 24/4/23 Papers dist – 17/4/23	Meeting – 19/6/23 Papers dist – 12/6/23
Standing Items					
Chair's Report	✓	✓	✓	✓	✓
Chief Executive's Report	✓	✓	✓	✓	✓
Student Association Report	✓	✓	✓	✓	✓
Board Of Management:					
• Membership	✓				✓
• Dates of Meetings	✓				✓
• Proposed Schedule of Business	✓				✓
• Appointment matters (<i>as required</i>)	✓ BM recruitment outcome				
• Articles of Association	✓				
• Standing Orders	✓				
• Scheme of Delegation	✓				
• SA Constitution	✓				
• Members' appraisal review outcome	✓ covered in Chair's report				
• Chair's appraisal review outcome					✓
• Dates of Proposed Board Meetings for following session				✓	
• <i>External</i> Board Effectiveness Review (to be carried out every 3-5 years – last done and submitted to February 2020 Board meeting).			✓*		✓

BOARD OF MANAGEMENT - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 10/10/22 Papers dist – 3/10/22	Meeting – 12/12/22 Papers dist – 5/12/22	Meeting – 27/2/23 Papers dist – 20/2/23	Meeting – 24/4/23 Papers dist – 17/4/23	Meeting – 19/6/23 Papers dist – 12/6/23
• <i>Internal Board Annual Effectiveness Review</i>			✓ *not required if doing an <i>external</i>		✓
• Annual Board Development Plan					✓
• Mid-year Review of Board Development Action Plan			✓		
• Other Matters (<i>as required</i>)					
Report on Delegated Action Taken since last meeting (<i>if any</i>)					
Strategy / Policy Approvals					
a) <u>Approval of Policies (<i>as required</i>)</u>					
• Financial Regulations	✓				
b) <u>Approval of Strategies (<i>as required</i>)</u>					
• Estates Strategy					✓
• Sustainability Strategy	✓				
c) <u>Approval of Contracts (<i>as required</i>)</u>					
Main Items of Business					
PEOPLE RELATED MATTERS					
• Staff Survey Results	✓				
• Review of Modern Slavery Statement				✓	

BOARD OF MANAGEMENT - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 10/10/22 Papers dist – 3/10/22	Meeting – 12/12/22 Papers dist – 5/12/22	Meeting – 27/2/23 Papers dist – 20/2/23	Meeting – 24/4/23 Papers dist – 17/4/23	Meeting – 19/6/23 Papers dist – 12/6/23
• HR Annual Report		✓			
• Update on Staff and Student Health and Wellbeing Strategy				✓	
LEARNING AND TEACHING MATTERS					
• Regional Outcome Agreement Review Report		✓			
• Regional Outcome Agreement			✓		
• Committee Reports on Progress against Regional Outcome Agreement					✓
FINANCIAL MATTERS					
• Financial Statements		✓			
• Annual Report from External Auditor		✓			
• Annual Report from Audit Committee		✓			
• Annual Report from Internal Auditor		✓			
• Management Accounts		✓ Oct 2022		✓ Jan 2023	✓ Apr 2023
• Budget and Financial Forecast (including budget for Students Association)					✓
PERFORMANCE AND RISK MANAGEMENT					
• Key Performance Indicators				✓	

BOARD OF MANAGEMENT - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 10/10/22 Papers dist – 3/10/22	Meeting – 12/12/22 Papers dist – 5/12/22	Meeting – 27/2/23 Papers dist – 20/2/23	Meeting – 24/4/23 Papers dist – 17/4/23	Meeting – 19/6/23 Papers dist – 12/6/23
• Risk Management Strategy					✓
• Strategic Risk Register	✓	✓	✓	✓	✓
Committee Reports					
Audit	21 Sept minute		25 Jan minute	29 March minute	24 May minute
CDC	13 6 Sept minute	22 Nov minute		7 March minute	30 May minute
Joint Audit - CDC		22 Nov minute			
LTQC		26 Oct minute	30 Nov minute	15 Feb minute	31 May minute
Nominations					May minute - TBC
RemCo	20 Sept minute		7 Feb minute		

Dates of Meetings in 2022-23

Committee	September 2022	October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023
BOARD (at least 4) Mondays at 4.00 p.m.		10		12		27		24		19
Audit (at least 4) Wednesdays at 4.00 p.m.	21				25		29		24	
Joint Audit & CDC			22(4pm)							
CDC (at least 4) Tuesdays at 4.00 p.m.	13 6		22 (2pm)				7		30	
LTQC (at least 4) Wednesdays at 4.00 p.m.		26	30			15			31	
Remuneration (twice per year) Tuesdays at 4.00 p.m.	20					7				
Nominations (at least annually)									TBC	

NOTES

- The venue for the Board and some Committee meetings may alternate between being virtual via Teams and different campuses.
- No formal business meetings are held in July or August.