Item 07
For Endorsement

GLASGOW KELVIN COLLEGE

FINANCE AND RESOURCES COMMITTEE – 30 NOVEMBER 2021

FINANCE AND RESOURCES TERMS OF REFERENCE, POLICY AND STRATEGY REVIEW

REPORT BY SECRETARY TO THE BOARD OF MANAGEMENT & DIRECTOR OF CORPORATE SERVICES

1. Introduction

As members will be aware, the Scheme of Delegation was reviewed and approved at the Board of Management meeting of 7 October 2021. As was stated at this meeting, and in order to lighten the load on the Board of Management, it was agreed that, where there is a routine review of existing policies these could be approved at the relevant Standing Committee and only where there is a new policy, or indeed a material/substantial change to an existing policy, should this be brought back to the Board for full approval. This would be determined by the Chair of the relevant Standing Committee.

This paper sets out the changes that are therefore required to the Terms of Reference and lists the various policies and strategies and suggests how a routine review could be dealt with in future.

2. Finance and Resources Committee – Changes to Terms of Reference

There is a minor change required to the Finance and Resources Committee Terms of Reference. Changes made are denoted in blue text and the document itself is contained within **Appendix 1 – Finance and Resources Committee Terms of Reference** – attached.

The change is as follows:

- The inclusion of a new bullet point i.e.
  - routinely review and approve existing policies and strategies delegated to the Committee by the Board. By exception the Chair may submit a proposed change to the Board where that change is judged by the Chair to be material or significant.

3. Policy and Strategy Review

The various policies and strategies have been plotted on the table as contained within **Appendix 2**. The Vice Principal Operations, Secretary to the Board and Director of Corporate Services have reviewed this document and made suggestions as to where these governance documents could be approved in future. As previously stated, if there are material/substantial changes to these documents or, indeed, if a new governance document is produced, then these would be presented to the Board of Management for full review and approval.

It is intended that any policies and strategies reviewed and approved at the relevant Standing Committee would be listed on the Board of Management agenda "For

Information" with a relevant link for member ease. As members are aware, "For Information" items are not normally discussed at Board of Management meetings. However, listing these governing documents on the Board of Management agenda provides a level of assurance that these are being routinely reviewed and considered.

4. Resource Implications

There are no real resource implications involved in terms of reviewing these governing documents.

5. Equalities

No adverse impacts on individuals with protected characteristics have been identified as a consequence of this report.

6. Risk and Assurance

Risk to the College is mitigated by ensuring that appropriate governing documents are in place and that the Board of Management receive the necessary assurances that these are being reviewed within the governing framework.

7. Data Protection

There are no data protection implications arising as a consequence of this report.

8. Recommendations

It is recommended that members:

i) note the contents of this report and its appendix;
ii) endorse the Terms of Reference for the Finance and Resources Committee as contained within Appendix 1; and
iii) consider and endorse the list of policies and strategies that the Finance and Resources Committee will approve in future (if there are no material/substantial changes to these.)

9. Further Information

Further information can be obtained from Linda Ellison, Secretary to the Board of Management at lellison@glasgowkelvin.ac.uk or Lisa Clark, Director of Corporate Services on lisaclark@glasgowkelvin.ac.uk

Lisa Clark/Linda Ellison
November 2021

Appendix 1

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT

FINANCE AND RESOURCES COMMITTEE

TERMS OF REFERENCE

1. Membership

1.1. The membership shall be a minimum of five non-executive Board Members, none of whom shall be members of the Audit and Risk Committee.

1.2. Membership of this Committee will comprise of non-executive members only.

1.3. The Committee is authorised by the Board to obtain independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary. Any such attendee will have no voting rights.

1.4. The Board of Management may co-opt to membership of the Committee up to two other persons from external sources with a particular expertise. A co-opted member is not entitled to vote at meetings of the Committee and will not contribute to the quorum.

1.5. The Committee shall be able to invite members of the College's academic and support staff or other external advisors to attend its meetings to assist in discharging the business contained on the agenda.

1.6. The College's External Auditors will have the right to attend any meeting of the Committee. The External Auditors will also have the right to request the exclusion of the Principal and/or other College staff from all of the meeting or particular agenda items.

2. Chair of the Committee

The Chair of the Committee will be appointed by the Board.

3. Quorum

The quorum shall be four non-executive members.

4. Voting Rights

Voting rights rest only with committee members who are full members of the Board of Management.

5. Meetings

The Committee will meet a minimum of four times in an academic year.

6. Remit

6.1. Finance

6.1.1. To act on behalf of the Board of Management to oversee the development and implementation of the College's Financial Strategy.

6.1.2. To consider the financial management and control systems of the College in order to exercise proper stewardship of funds received from the Scottish Funding Council (SFC) via Glasgow Colleges Regional Board (GCRB) and others.

6.1.3. To ensure that the financial policies of the Board are being implemented and monitored by the Principal and the Strategic Management Team.

6.1.4. To approve the annual budget and to monitor actual performance against budget, including Key Performance Indicators.

6.1.5. To monitor the College's cash flow, expenditure and income against the budget determined and approved by the Board of Management.

6.1.6. Provide assurance to the Board of Management in respect of the college's financial sustainability. To ensure that the College remains financially stable.

6.1.7. To receive a report annually on progress against planned objectives and associated Key Performance Indicators for areas under Finance and Corporate Services.

6.1.8. To oversee the financial management of student support funds.

6.1.9. To receive regular management accounts and other forms of financial reporting and to report to the Board at least annually on the state of the College's finances and the adequacy of the College's internal control systems.

6.1.10. To receive and consider periodic information relating to budget planning, financial forecasts and investment and borrowing intentions.

6.1.11. To recommend the Annual Accounts and the annual submission to the SFC/GCRB, to the Board for its approval.

6.1.12. To ensure that effective systems, regulations and procedures are in place and that due regard is given to all relevant SFC/GCRB guidelines on audit, accounts direction and all appropriate statute law and delegated legislation which affect incorporated colleges.

6.1.13 To consider the financial aspects of development planning, including matters of income generation, revenue and capital expenditure.

6.1.14. To oversee major capital projects (in excess of £1m) on behalf of the Board in accordance with SFC/GCRB guidance in this respect.

6.1.15. To oversee and review the College's estate management and the implementation of its Estates Strategy.

6.1.16. To monitor/advise on proposed capital bids to the SFC/GCRB for College extensions, or major modifications to buildings.

6.1.17. To support, assist and advise the Principal in his role as Accounting Officer.

6.1.18. To periodically review the arrangements for insurance.

6.1.19. To review the College Financial Regulations periodically and recommend any necessary amendments.

6.1.20. To be aware of maintenance programmes within College buildings and advise on planned preventative maintenance.

6.1.21. To oversee the development of the ICT Digital Strategy including its periodic review.

6.1.22. To oversee the College's sustainable development programme including a Climate Change Action Plan.

6.1.23. To undertake an annual self-evaluation of the Finance and Resources Committee as part of the Board's annual self-evaluation.

6.2. Resources

6.2.1. To maintain an overview of all matters concerned with staff.

6.2.2. To advise the Board in relation to the Human Resources and Organisational Development Function including policies and associated procedures covering recruitment, training, equal opportunities, discipline and grievance.

6.2.3. To consider the deliberations of the College's Joint Negotiation Committee and Joint Consultative Committee on behalf of the Board of Management.

6.2.4. To consider the deliberations of the Employers Association and the impact of National Collective bargaining on the College.

6.2.5. To consider periodic progress reports in respect of the College's Human Resources policies and strategic priorities.

6.2.6. To receive a report annually on progress against planned objectives and associated Key Performance Indicators for areas under Human Resources and Organisational Development.

6.2.7. To consider reports on the provision and impact of Continuous Professional Development.

6.2.8. To monitor adherence to the College's Health and Safety Policy and receiving minutes of the College's Health and Safety Committee and of its Risk Management Group.

6.2.9. To monitor progress and consider reports produced by the College in respect of the Board's obligations under the legislation in respect of inclusion, equality and diversity, safeguarding and corporate parenting.

6.2.10. To ensure compliance with the Staff Governance Standard.

6.2.11. To routinely review and approve existing policies and strategies delegated to the Committee by the Board. By exception the Chair may submit a proposed change to the Board where that change is judged by the Chair to be material or significant.

7. Risk Management

To notify the Board of Management any specific areas of risk identified by the Committee for its own area.

8. Reporting

The Chair of the Committee shall report on Committee business to the Board of Management with such recommendations, as the Committee may deem appropriate recognising that any recommendations which have a material impact on the College must be referred and approved at the full Board.

The agendas, associated papers and minutes for this Committee will be made available in accordance with the Board of Management's Standing Orders and Freedom of Information Publication Scheme.

Reviewed by the Finances and Resources Committee:	**Nov 2021 - TBC**
Date of Next Review:	
Approved by the Board of Management:	**Dec 2021 – TBC**

Appendix 2

Name	Approval Date	Renewal Date	Ownership	Board of Management Approval	Board Reviewed Date	Hyperlink	To BOM	Future Suggestion	Comments
Risk Management Strategy	Sep-18	Dec-21	Strategic Management Team	Yes	Oct-18	Risk Management Strategy	X	Audit and Risk	
Anti Bribery Policy Statement	Nov-19	Dec-22	Audit and Risk Committee	Yes	Dec-19	Anti Bribery Policy Statement	X	Audit and Risk	
Anti-Fraud and Anti-Corruption Policy	Nov-19	Dec-22	Audit and Risk Committee	Yes	Dec-19	Anti-Fraud and Anti-Corruption Policy	X	Audit and Risk	
Assurance Framework	Nov-19	Dec-22	Audit and Risk Committee	Yes	Dec-19	Assurance Framework	X	Audit and Risk	
GKC Business Continuity Plan						GKC Business Continuity PLan	X	Audit and Risk	
External Communication Strategy 2018-20		Mar-19	Strategic Management Team	Yes	Mar-18	External Communication Strategy	✓	Board of Management	
Learning, Teaching and Assessment Strategy 2018-19	Aug-17	Sep-19	Academic Board	Learning and Teaching	Sep-18	Learning, Teaching and Assessment Strategy 2021-24	✓	Board of Management	
Financial Strategy	Feb-17	Jun-20	Financial Control Committee	Yes	Jun-18	Financial Strategy	✓	Board of Management	
Estates Strategy	May-18	Feb-21	Financial Control Committee	Yes	Mar-17	Estates Strategy	✓	Board of Management	
Health & Safety Policy	Jun-20	Apr-21	Strategic Management Team	Yes	Jun-20	Health & Safety PolicyDocument	✓	Board of Management	
Financial Regulations		Sep-21	Financial Control Committee	Yes	03/09/2018	Financial Regulations	✓	Board of Management	
Scheme of Delegation	11/05/2021	Sep-21	Board of Management	Yes	03/07/2018	Scheme of Delegation	✓	Board of Management	
Copyright Policy	Feb-19	Feb-22	Strategic Management Team	Yes	Mar-19	Copyright Policy	✓	Board of Management	
Code of Conduct for the Members of the Board of Management		Mar-22	Audit and Risk Committee	Yes	01/03/2021	Code of Conduct for the Members of the Board of Management	✓	Board of Management	
Conflict of Interest Policy		Mar-22	Audit and Risk Committee	Yes	Mar-19	Conflict of Interest Policy	✓	Board of Management	
Standing Orders	Mar-20	Mar-22	Board of Management	Yes	Mar-20	Standing Orders	✓	Board of Management	
Grievance Policy and Procedure	May-19	May-22	Strategic Management Team	Yes	Jun-19	Grievance Policy and Procedure	✓	Board of Management	

Fees Policy 2021-22	07/06/2021	Jun-22	Board of Management	Yes	07/06/2021	Fees Policy	✓	Board of Management	
Professional Learning Policy	May-20	Jun-22	Human Resources Committee	Yes	Jun-20	Professional Learning Policy	✓	Board of Management	
Gifts & Hospitality Policy	Nov-19	Dec-22	Audit and Risk Committee	Yes	Dec-19	Gifts & Hospitality Policy	✓	Board of Management	
Policy and Procedure for Protection of Vulnerable Groups and Criminal Records Check	Dec-19	Dec-22	Strategic Management Team	Yes	Dec-19	Policy and Procedure for Protection of Vulnerable Groups and Criminal Records Check	✓	Board of Management	
Public Interest Disclosure ("Whistle Blowing" Policy and Procedure	Nov-19	Dec-22	Audit and Risk Committee	Yes	Dec-19	Public Interest Disclosure ("Whistle Blowing" Policy and Procedure	✓	Board of Management	
Recruitment and Selection Policy – All Staff	Dec-19	Dec-22	Strategic Management Team	Yes	Dec-19	Recruitment and Selection Policy – All Staff	✓	Board of Management	
Procurement Strategy & Action Plan 2020-2022	Dec-20	Dec-22	Board of Management	Yes	07/12/2020	Procurement Strategy & Action Plan	✓	Board of Management	
Data Protection Policy	Jan-20	Mar-23	Strategic Management Team	Yes	02/03/2020	Data Protection Policy	✓	Board of Management	
ICT Security Policy	Feb-20	Mar-23	Financial Control Committee	Yes	Mar-20	ICT Security Policy	✓	Board of Management	
Access & Inclusion Strategy 2020- 2023	Dec-20	Dec-23	Board of Management	Yes	07/12/2020	Access & Inclusion Strategy 2020- 2023	✓	Board of Management	
Equality, Diversity and Inclusion Policy	11/05/2021	Jun-24	Finance and Resources Committee	Yes	07/06/2021	Equality, Diversity and Inclusion Policy	✓	Board of Management	
Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure	11/05/2021	Jun-24	Strategic Management Team	Yes	07/06/2021	Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure	✓	Board of Management	
Strategic Plan 2020-23						Strategic Plan 2020-23	✓	Board of Management	
Digital Transformation Strategy	2020	2025		Yes	09/12/2019	Digital Transformation Strategy	X	Finance and Resources	
ICT Technical Services Strategy	Feb-17	Mar-19	Strategic Management Team	Yes	Mar-17	ICT Technical Services Strategy	X	Finance and Resources	
Internal Communications Strategy	Sep-18	Oct-21	Strategic Management Team	Yes	Oct-18	Internal Communications Strategy	X	Finance and Resources	
Lone Working Policy		03/12/2021	Strategic Management Team	Yes	03/12/2018	Lone Working Policy	X	Finance and Resources	

Dignity and Respect Policy and Procedure	15/05/2019	15/05/2022	Strategic Management Team	Yes	12/06/2019	Dignity and Respect Policy	X	Finance and Resources	
Disciplinary Policy and Procedure	15/05/2019	15/05/2022	Strategic Management Team	Yes	12/06/2019	Disciplinary Policy	X	Finance and Resources	
Alcohol, Drugs and Substance Misuse Policy	May-19	Jun-22	Strategic Management Team	Yes	Jun-19	Alcohol, Drugs and Substance Misuse Policy	X	Finance and Resources	
Attendance Management and Support Policy and Procedure		Dec-22	Strategic Management Team	Yes	Dec-19	Attendance Management and Support Policy and Procedure	X	Finance and Resources	
Family Friendly and Flexible Working Policy	Dec-19	Dec-22	Strategic Management Team	Yes	Dec-19	Family Friendly and Flexible Working Policy	X	Finance and Resources	
Menopause Policy	Dec-19	Dec-22	Strategic Management Team	Yes	Dec-19	Menopause Policy	X	Finance and Resources	
Letting Policy	Jun-20	Jun-23	Strategic Management Team	Yes	Jun-20	Letting Policy	X	Finance and Resources	
ICT Acceptable Use Policy	11/05/2021	Jun-24	Strategic Management Team	Yes	07/06/2021	ICT Acceptable Use Policy	X	Finance and Resources	
No Smoking (Smoke-free) Policy (Tobacco and E Cigarettes)	11/05/2021	Jun-24	Finance and Resources Committee	Yes	07/06/2021	No Smoking (Smoke-free) Policy (Tobacco and E Cigarettes)	X	Finance and Resources	
People Strategy 2021-26	Jun-19	Jun-26	Finance and Resources Committee	Yes	07/06/2021	People Strategy 2021-26.pdf	X	Finance and Resources	
Essential Skills Strategy 2018-19	2018	Aug-19	Learning and Teaching Committee	Yes	Sep-18	Essential Skills Strategy	X	Learning and Teaching	
Code of Learner Behaviour		Sep-21	SCM Quality Forum	Academic Board	Mar-22	Code of Learner Behaviour	X	Learning and Teaching	
Admissions Policy	16/03/2021	Mar-22	Learning and Teaching Committee	Yes	01/03/2021	Admissions Policy	X	Learning and Teaching	
Higher Education Strategy		Sep-23	Learning and Teaching Committee	Yes	Aug-20	Higher Education Strategy	X	Learning and Teaching	