

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT MEETING OF 13 DECEMBER 2021

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.

The relevant Board Standing Committee have been consulted and the suggested changes to the Terms of References have been endorsed, the changes being made are as listed in this report. All amended Terms of References for the Standing Committees affected in terms of policy/strategy review are contained within **Appendix 1** – for member ease, changes made are denoted in blue text.

Furthermore, and as endorsed by the relevant Standing Committees, the lists of policies and strategies are as contained within **Appendix 2** with suggested way forward in terms of where routine reviews could be dealt with in future.

2. Audit and Risk Committee – Changes to Terms of Reference

There are relatively minor changes required to the Audit and Risk Committee Terms of Reference. Changes made are denoted in blue text and the document itself is contained within **Appendix 1 – Audit and Risk Committee Terms of Reference** – attached.

These are as follows:

- Clerk changed to **Secretary** throughout.
- 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. Learning and Teaching Committee - Changes to Terms of Reference

There are some changes required to the Learning and Teaching Committee Terms of Reference. Changes made are denoted in blue text and the document itself is contained within **Appendix 1 – Learning and Teaching Committee Terms of Reference** – attached.

These are as follows:

- Clerk changed to [Secretary](#) throughout.
- 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.](#)

Furthermore, one additional point has been added as per a request at the Learning and Teaching Committee meeting i.e.:

6.9 [As the principal learning provider in the North East Community of Glasgow, the College will continue to work in partnership with key stakeholder community organisations \(such as youth groups, community and statutory organisations, housing associations and third-sector support organisations\) to support learning needs, digital inclusion and address identified skills needs for their service users and community residents](#)

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

There are relatively minor changes 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.

These are as follows:

- Clerk changed to [Secretary](#) throughout.
- 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.](#)

5. Policy and Strategy Review

The aforementioned Standing Committees have reviewed the list of the various policies and strategies as plotted on the table as contained within **Appendix 2** and endorsed the suggestions made. 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.

6. Resource Implications

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

7. Equalities

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

8. 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. Providing links to these documents on the Board agenda ensures members can easily review these governing documents.

9. Data Protection

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

10. Recommendations

It is recommended that members:

- i) note the contents of this report and its appendices;
- ii) approve the Terms of References for the Audit and Risk Committee, Finance and Resources Committee and Learning and Teaching Committee as contained within Appendix 1; and
- iii) approve the list of policies and strategies that each Standing Committee will approve in future (if there are no material/substantial changes to these) as contained within Appendix 2.

11. 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
December 2021

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT

AUDIT AND RISK COMMITTEE

TERMS OF REFERENCE

1. Membership

- 1.1 The membership shall be a minimum of five non-executive Board members and no member of this committee shall be a member of the Finance and Resources Committee.
- 1.2 At least one member should have a background in finance, accounting or auditing, but membership should not be drawn exclusively from people with such a background.
- 1.3 The Chair of the Finance and Resources Committee may be invited to attend the Committee meetings to provide clarification if required, but shall have no direct connection with the Committee.
- 1.4 The Chair of the Board should not be a member of this committee but may attend by invitation.
- 1.5 The Principal is not a member of the Committee, however, will attend meetings unless directed otherwise by the Chair of the Committee.
- 1.6 The [Secretary](#) to the Board shall act as [Secretary](#) to the Committee.
- 1.7 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.

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.

The Chair of the Committee possesses both a deliberative and a casting vote.

5. Meetings

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

Additional meetings can be called by the Chair of the Committee if necessary or appropriate.

6. Remit

6.1 The Committee shall satisfy itself that the financial affairs of the College are correctly represented and that the funds received from the Scottish Funding Council (SFC) and/or Glasgow Colleges Regional Board (GCRB) are used in accordance with the Financial Memorandum between the College and GCRB. The Committee will additionally take appropriate cognisance of the Financial Memorandum between SFC and GCRB and of the Scottish Public Finance Manual.

6.2 Internal Audit

The Committee shall:

- review and advise the Board on the internal and external auditors' assessment of the effectiveness of the College's financial and other control systems, including controls specifically to prevent or detect fraud or other irregularities, as well as those for securing economy, efficiency and effectiveness;
- review and advise the Board on its compliance with corporate governance requirements and good practice guidance;
- meet privately with the internal auditors at least once per year without officers of the College present.

6.3 The Committee shall make recommendations to the Board on the selection, appointment or re-appointment and remuneration of the internal auditor and shall:

- advise on the terms of reference of the internal auditor;
- review the scope, efficiency and effectiveness of the work of the internal auditor;

- advise the Board of the Committee's approval of the basis for and the results of the internal audit needs assessment and strategic audit planning process;
- monitor management action on the implementation of agreed recommendations by the internal auditor;
- consider salient issues arising from internal audit reports and report to the Board on such matters;
- recommend to the Board approval or otherwise of the internal auditor's annual report;
- ensure the establishment of appropriate performance measures and indicators to monitor the effectiveness of the internal auditor;
- secure and monitor appropriate liaison and co-ordination between internal and external auditors;
- respond appropriately to notification of fraud or improprieties received from the internal auditor or other person.

6.4 External Audit

The College's External Auditors shall be appointed by the Auditor General for Scotland.

The Committee shall:

- consider the College's annual financial statements, including the external audit opinion, Statement of Members Responsibilities and any relevant issues raised in the auditor's management letter and the external auditor's report, prior to submission to the Board by the Finance Committee;
- approve the external audit strategy, plan and fee annually;
- monitor management action on the implementation of agreed recommendations in the external auditor's annual Management Letter;
- advise the Board of salient issues arising from external auditor's reports, and of managements response thereto;
- review the Statement of Corporate Governance;
- establish appropriate performance measures and indicators to monitor the effectiveness of the external audit provision;
- hold discussions with the external auditors and ensure their attendance at Audit and Risk or Board meetings, as required;
- consider the objectives and scope of any additional audit work to be undertaken by the external auditor and report to the Board the outcome of this activity;
- meet privately with the external auditors at least once per year without officers of the College present.

6.5 Value-for-Money

The Committee shall establish and oversee a review process for evaluating the effectiveness of the College's arrangements for securing its economical, efficient and effective management of resources and the promotion of best practice and protocols, and shall:

- advise the Board on potential topics for inclusion in a programme of value-for-money reviews and provide a view on the party most appropriate to undertake individual assignments, considering the required expertise and experience;
- advise the Board of action it may wish to consider in the light of national value-for-money studies.

6.6 Risk Management & Assurance Framework

- advise the Board on the Risk Appetite Statement and Risk Register;
- review the Risk Management Strategy in line with the review schedule;
- conduct a risk review of the College in collaboration with internal/external audit and advise the Board accordingly;
- review the Risk Register at each meeting;
- review the Assurance Framework and recommend the Framework to the Board of Management.

6.7 Governance and Compliance

The Committee shall review the College's compliance with the Financial Memorandum between the College and GCRB with reference to the Financial Memorandum between the SFC and GCRB. Additionally, the Committee will seek to ensure the College is compliant with the Code of Good Governance and the Scottish Public Finance Manual:

- produce an annual report for the Board, as set out in the Financial Memorandum, to be signed by the Chair of the Committee and presented to the Board;
- advise the Board of significant, relevant reports from Audit Scotland, the National Audit Office, GCRB, SFC, and successor bodies and, where appropriate, the management response;
- 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.

- review reported cases of impropriety to establish whether they have been appropriately handled;
- to undertake an annual self-evaluation of the Audit and Risk Committee as part of the Board's annual self-evaluation.

7. Reporting

The Chair of the Committee shall report on Committee business to the Board of Management with such recommendations, as 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 Audit and Risk Committee:	30 Nov 2021
Date of Next Review:	Nov 2024
Approved by the Board of Management:	13 Dec 2021 - TBC

GLASGOW KELVIN COLLEGE
BOARD OF MANAGEMENT
LEARNING AND TEACHING COMMITTEE
TERMS OF REFERENCE

1. Membership

- 1.1** The membership shall be a minimum of five non-executive members.
- 1.2** The Chair of the Committee may invite members of the College's staff or external advisers to attend the meeting in order to provide specialist advice or information to assist in the consideration of the business of the committee.
- 1.3** The Board of Management may co-opt up to two persons from outwith the College for a period of up to two years.

2. Chair of the Committee

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

3. Quorum

The quorum shall be five non-executive members.

4. Voting Rights

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

The Chair of the Committee possesses both a deliberative and a casting vote.

5. Meetings

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

6. Remit

- 6.1** To receive reports on matters related to teaching, learning and assessment and the development of vocational skills.
- 6.2** To provide guidance to the Board of Management on the academic aims, objectives and future educational direction of the College.

- 6.3** To comment on internal information relevant to the learning and teaching direction of the College.
- 6.4** To review College self-evaluation reports and quality enhancement plans.
- 6.5** To offer guidance to the Board of Management on the provision of Student Support Services including advice/guidance, flexible learning and enhanced learning support.
- 6.6** To receive a report annually on progress against planned objectives and associated Key Performance Indicators for academic and student support function areas.
- 6.7** To review curricular and student support policies prior to their consideration by the Board of Management.
- 6.8** To review, appraise and comment on matters pertaining to learning and allied wider interests of students and staff.
- 6.9** As the principal learning provider in the North East Community of Glasgow, the College will continue to work in partnership with key stakeholder community organisations (such as youth groups, community and statutory organisations, housing associations and third-sector support organisations) to support learning needs, digital inclusion and address identified skills needs for their service users and community residents.
- 6.10** To consider external information relevant to the academic direction of the College including Scottish Government, Scottish Funding Council and Education Scotland Review and Aspect Tasks reports;
- 6.11** To offer guidance to the Board of Management about the College's approach to periodic quality reviews.
- 6.12** To consider the strategic policies related to the College's Access and other Welfare-related Funds and trusts which promote student welfare.
- 6.13** To ensure that the voice of College students and the quality of the student experience is central to Board of Management considerations and decisions.
- 6.14** To consider the outcome of student surveys and other student engagements, and monitor action plans that could impact on the quality of the student experience.

- 6.15** To encourage a strong and effective Students' Association and ensure that it operates in a fair and democratic manner and fulfils its responsibilities, including review of its written constitution at least every five years.
- 6.16** To undertake an annual self-evaluation of the Learning and Teaching Committee as part of the Boards annual self-evaluation.
- 6.17** 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 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 Learning and Teaching Committee:	30 Nov 2021
Date of Next Review:	
Approved by the Board of Management:	13 Dec 2021 - TBC

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
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 Framework	Dec 21 - TBC	Dec-24	Audit and Risk Committee	Yes - TBC	Dec-21	-	X	Audit and Risk	On BOM Agenda 13-12-21
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	Nov-21	Continual	Audit and Risk Committee	No	N/A	GKC Business Continuity Plan	X	Audit and Risk	
External Communication Strategy 2018-20		Mar-19	Senior Management Team	Yes	Mar-18	External Communication Strategy	✓	Board of Management	Currently being refreshed
Learning, Teaching and Assessment Strategy	Oct-21	Oct-24	Academic Board	Learning and Teaching		Learning, Teaching and Assessment Strategy 2021-24	✓	Board of Management	
Financial Strategy	Dec 21 - TBC	Jul-05	Finance and Resources Committee	Yes	Dec-21	Financial Strategy	✓	Board of Management	On BOM Agenda 13-12-21
Estates and Sustainability Strategy	Dec 21 - TBC	Jul-05	Finance and Resources Committee	Yes	Mar-17	Estates Strategy	✓	Board of Management	On BOM Agenda 13-12-21
Health & Safety Policy	Jun-21	Jun-22	Senior Management Team	Yes	Jun-21	Health & Safety PolicyDocument	✓	Board of Management	
Financial Regulations	Sep-21	Oct-24	Finance and Resources Committee	Yes	01/09/2021	Financial Regulations	✓	Board of Management	
Scheme of Delegation	01/10/2021	Oct-24	Board of Management	Yes	01/10/2021	Scheme of Delegation	✓	Board of Management	
Copyright Policy	Feb-19	Feb-22	Senior 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	Senior 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	On BOM Agenda 13-12-21
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	Senior 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	Senior 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	Senior Management Team	Yes	02/03/2020	Data Protection Policy	✓	Board of Management	
ICT Security Policy	Feb-20	Mar-23	Finance and Resources 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	Senior Management Team	Yes	07/06/2021	Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure	✓	Board of Management	
College Strategy 2022-2027	Dec 21 - TBC	2027	Senior Management Team	Yes - TBC	13/12/2021	-	✓	Board of Management	On BOM Agenda 13-12-21
Digital Transformation Strategy	2020	2025		Yes	09/12/2019	Digital Transformation Strategy	X	Finance and Resources	
Internal Communications Strategy	Sep-18	Oct-21	Senior Management Team	Yes	Oct-18	Internal Communications Strategy	X	Finance and Resources	Currently being refreshed
Lone Working Policy		03/12/2021	Senior Management Team	Yes	03/12/2018	Lone Working Policy	X	Finance and Resources	On BOM Agenda 13-12-21
Dignity and Respect Policy and Procedure	15/05/2019	15/05/2022	Senior Management Team	Yes	12/06/2019	Dignity and Respect Policy	X	Finance and Resources	On BOM Agenda 13-12-21

Disciplinary Policy and Procedure	15/05/2019	15/05/2022	Senior Management Team	Yes	12/06/2019	Disciplinary Policy	X	Finance and Resources	
Alcohol, Drugs and Substance Misuse Policy	May-19	Jun-22	Senior Management Team	Yes	Jun-19	Alcohol, Drugs and Substance Misuse Policy	X	Finance and Resources	
Attendance Management and Support Policy and Procedure		Dec-22	Senior 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	Senior Management Team	Yes	Dec-19	Family Friendly and Flexible Working Policy	X	Finance and Resources	
Menopause Policy	Dec-19	Dec-22	Senior Management Team	Yes	Dec-19	Menopause Policy	X	Finance and Resources	
Letting Policy	Jun-20	Jun-23	Senior Management Team	Yes	Jun-20	Letting Policy	X	Finance and Resources	
ICT Acceptable Use Policy	11/05/2021	Jun-24	Senior 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	
Code of Learner Behaviour		Sep-22	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	