

BOARD OF MANAGEMENT

NOTICE

There will be a meeting of the Board of Management on 24 September 2024 at 1730 hours via Microsoft Teams or in the Boardroom at South Lanarkshire College

AGENDA

Agenda Item	Item	Paper (Yes or No)
1	Apologies for Absence	N PS
2	Declaration of any potential Conflicts of Interest in relation to any Agenda items	N All
3	Minutes of Previous Meetings Minutes of Board of Management 6 June 2024	Y PS
4	Matters Arising from the Previous Meeting	N PS
	Items for Noting/Comment	
5	Appointment of New Governance Professional	Y PS
6	Mid-Year Review (MYR)	Y EMcK
7	Reserved Item: Final Forecast Review (FFR) <i>Reserved as commercially sensitive data.</i>	Y EMcK
	Reserved Items and Matters For Approval	
8	Reserved as commercially sensitive data. 8a Business Case for Voluntary Severance 8b Application for Voluntary Severance 8c Key Messages and Q&As	Y SM
	Matters for Discussion	
9	Student Association Report	Y CB
10	Chair's Update	Y/N DM
11	Principal's Update	Y SM
12	New Tertiary Quality Enhancement Review Process for College and Universities	Y AP
	For Approval	
13	Anti Bribery Policy	Y EMcK
14	Fee Waiver Policy	Y EMcK
15	Committee Terms of Reference for Approval	Y PS
16	Lettings Policy	Y PS
17	Standing Orders	Y PS

18	Scheme of Delegation	Y PS
	Matters for Information	
19	College Cashflow	Y EMcK
20	Risk Register	Y EMcK
21	Education Scotland Annual Engagement Visit: His Majesty's Inspector of Education Final Report	Y AP
22	Governance Rolling Review	Y PS
23	Reports by Chairs of Committees <ul style="list-style-type: none"> • Curriculum, Quality and Development • HR • Audit and Risk • Finance and Resources 	Y JG Y PS Y TF Y SC
24	Summation of Actions and Date of Next Meeting	
25	Any Other Business	

Key:

- **PS** Peter Scott, Governance Professional
- **DM** Douglas Morrison, Chair of the Board of Management
- **SM** Stella McManus, Principal
- **CB** Catriona Blacker, Student Association President
- **JW** Jack Whyte, Student Association Vice President
- **E McK**, Elaine McKechnie, Vice Principal Finance, Sustainability and Resources
- **AP** Angela Pignatelli, Vice Principal Learning, Teaching and the Student Experience
- **G Mc** Gary McIntosh, Head of Human Resources
- **JG** Professor Jo Gill, Chair of the Curriculum, Quality and Development Committee
- **PS** Peter Sweeney, Chair of the Human Resources Committee
- **TF** Tom Feely, Chair of Audit and Risk Committee
- **SC** Scott Coutts, Chair of Finance and Resources Committee

UNCONFIRMED BOM MINUTES

BOARD OF MANAGEMENT

MINUTES

Board of Management Meeting on 6 June 2024 at 1730 hours in the Boardroom at South Lanarkshire College and on Teams

Present

Stella McManus
Douglas Morrison
Ronnie Smith
Jo Gill
Paul Brodie
Scott Coutts
Anne Doherty
Tarryn Robertson (Part)
Kayleigh Wither (Part)
Ellie Hamilton (Part)
Scott Gray
Graeme Forrester

In Attendance

Elaine McKechnie
Angela Pignatelli
Gary McIntosh
Sarah Halliwell (Part)

Peter Scott, Governance Professional
Vari Anderson as Minute Taker

AGENDA ITEM

1	Apologies for Absence Heather Anderson, Tom Feely, Peter Sweeney, Paul Hutchinson, Fiona Whittaker
2	Declaration of any potential Conflicts of Interest in relation to any Agenda items None made.
3	Minutes of Previous Meeting – 9 March 2024 Duly Adopted.
4	Matters Arising from the Previous Meeting No matters arising that are not covered by other agenda items.
5	Reserved Items
6	Board Recruitment Update The Board noted the terms of the paper and ratified the recommendations within.
7	Honours Nomination

	The terms of the paper were noted and fully discussed by the Board.
	Matters for Discussion
8	<p>Education Scotland Annual Engagement Visit: His Majesty’s Inspector of Education Report Sarah Halliwell, His Majesty’s Inspectorate (HMI) gave a presentation to the Board on the outcome of the Annual Engagement Visit.</p> <p>The Board were advised that HMI were confident that the College has made satisfactory progress and has the capacity to continue to improve. It was noted that staff feel motivated to participate in professional development opportunities in enhancing professional and pedagogical practice. It was further noted that the College has well established links with industry, these links are used by managers to plan provision that supports economic growth in the Lanarkshire region and provide work placements.</p> <p>The Board gave thanks to Sarah Halliwell and Education Scotland.</p>
9	<p>Chair’s Update The Board noted the terms of the Chair’s report and in particular the dissolution update and Board of Management Updates.</p> <p>The Board were advised that following a competitive interview process, Heather Anderson was recommended to be appointed as Vice Chair of the Board. E-Mail approval having been received by a two thirds majority of the Board Membership, the Governance Professional will formally advise the Lanarkshire Regional Board of the appointment. As a result of this appointment, a new Chair will require to be appointed to the Human Resources Committee and this matter was delegated to the Chairs’ Committee for consideration and recommendation.</p> <p>Six potential candidates were interviewed for new Board membership with two being recommended for appointment. The Board approved the appointments and a paper has already been presented to the Lanarkshire Regional Board.</p> <p>Congratulations were given to the teams across the College involved in the Education Scotland visit which was a success. Thanks were also given to Board Members for participating in one to ones and self-evaluations.</p> <p>The Board noted that the Committee terms of reference will be updated, and it was suggested that the Chairs Committee be re-established with membership including the Committee Chairs of CQD, HRC, ARC, Principal and Governance Professional. The Board approved this review of the structure of the Committee.</p> <p>As an action point, Governance Professional to update the terms of reference for all committees including the Chairs Committee.</p>
10	<p>Principal’s Update The Board noted and fully discussed the terms of the report along with the update provided in respect of the support staff pay offer which has now been accepted.</p>

	<p>The Board were advised of the progress on dissolution and noted that the Lanarkshire Regional Strategic Body will be writing to the Scottish Funding Council regarding unmet demand.</p> <p>The Board noted and fully discussed the external environment relating to pay disputes which remains a challenge. The Board supports a national resolution to the ongoing pay dispute with EIS-FELA.</p>
11	<p>Financial Sustainability (Reserved item due to commercially sensitive data)</p> <p>The Board noted the terms of the paper and in particular the proposed approach that the College seeks to take to help ensure financial stability and the timelines outlined in the paper.</p>
12	<p>12.1 Governance Rolling Review</p> <p>The terms of the rolling review were noted, the Board were assured that any items in red are being progressed.</p> <p>12.2 Chair and Self-Assessment Feedback</p> <p>The Governance Professional advised the Board that analysis of the self-assessment exercise was well advanced and the Chairs' Assessment had been completed. This would be presented at the next available Board alongside the Self-Assessment data but there had been considerable support for the new Chairing Member with no negative comments. Comments on the previous Chair were mainly positive albeit the grades were more widely spread – all responses however recognised that events during his tenure had been challenging. On behalf of the Senior Independent Member, the Governance Professional reported that the outgoing Chair had, in her experience been thoroughly professional in his handling of the challenging events during his tenure.</p> <p>12.3 Board Development Day Feedback</p> <p>The terms of the feedback were noted.</p> <p>As an action point, the Board are to notify the Governance Professional of any recent training to be included in the CPD Register.</p>
13	<p>Student Association Report</p> <p>The terms of the report were noted by the Board and thanks given to Kayleigh Wither and Ellie Hamilton for their dedication to their roles over the year.</p> <p>It was noted that it has been a very busy time for the Students' Association. Thanks were given to Anne Doherty for her help and support with the Climate Action activity which included litter picking. During the litter picking exercise, the amount of disposal vapes discarded around the campus was highlighted and in response, the Students' Association have now provided a vape bin on campus to encourage students to discard of these appropriately.</p> <p>Following the events held for LGBT History Month, the Students Association will be attending Glasgow pride on 20 July 2024, all Board members, colleagues, and students are welcome to attend.</p> <p>Following an election process, it was announced that Catriona Blacker and Jack Whyte have been elected as Student President and Student Vice President respectively, they will take up their new role in July 2024. It was noted that the current Students' Association President and Vice President along with the new appointments, held an AGM with students where the students' raised concerns regarding the minibus contract not being renewed for next year.</p>

	The Board once again thanked Kayleigh and Ellie for their hard work over the year.
	For Approval
14	2024-25 South Lanarkshire College Budget The terms of the budget were noted and fully discussed by the Board. The Board approved the budget.
15	Draft Report from the Audit and Risk Committee to the Board of Management and Audit Scotland The terms of the report were noted.
16	Fraud and Anti-Corruption Policy The terms of the policy were considered and approved . The Governance Professional confirmed that the policy is under constant review within the rolling review and would reflect dynamic changes in the relevant Regulations
17	Safeguarding Policy The terms of the Safeguarding Policy were noted and approved .
18	Policies for Approval <ul style="list-style-type: none"> • Updated Finance Regulations • Fees Policy 2024-25 • E-Signature Policy • Procurement Policy and Procedures The policies were approved by the Board having been considered at their respective Committee meetings.
	Matters for Information
19	College Cashflow The terms of the cashflow were noted and fully discussed.
20	Risk Register The updated risk register were noted.
21	Reports by Chairs of Committees <ul style="list-style-type: none"> • Curriculum, Quality and Development • HR • Audit and Risk • Finance and Resources The terms of each Committee Chair's reports were considered and noted by the Board.
22	Summation of Actions and Date of Next Meeting: 24 September 2024 <ul style="list-style-type: none"> • Governance Professional to update the terms of reference for all committees including the Chairs Committee. • Board to notify the Governance Professional of any training to be included in CPD plans
	Any Other Business <ul style="list-style-type: none"> • Queens anniversary prizes – nominations were invited for 2025/26. • The TU Member appointed by Unison suggested that lessons needed to be learned from recent and ongoing pay disputes – albeit these were operational matters the Board had ultimate responsibility for oversight and monitoring.



South
Lanarkshire
College

East Kilbride

BOARD OF MANAGEMENT

DATE:	24 September 2024
TITLE OF REPORT:	Appointment of new Governance Professional
AGENDA ITEM:	05
AUTHOR AND CONTACT DETAILS	Peter Scott Governance Professional peter.scott@slc.ac.uk
PURPOSE:	To record the appointment of Vari Anderson as Governance Professional.
KEY POINTS :	<p>The Board is asked to note:</p> <ul style="list-style-type: none">• Having a Governance Professional in post is a legal requirement• Such Appointments require to be made by the Board• After robust appointments process a duly convened interview panel recommended to the Board that said Vari Anderson should be offered the permanent post of Governance Professional – she possessing relevant qualifications and experience• It is a requirement for first time postholders that they be mentored by an experienced professional during the first 12 months of the post – which mentoring may be provided in-house and or by the College Development Network• In terms of Standing Orders a two thirds majority is required for decisions made by postal or email vote without an EGM being convened.• The requisite majority was duly obtained at the sight of the outgoing Governance Professional following circulation of a voting request• The outgoing Governance Professional will work with the Principal and the Chair to ensure a smooth transition and will remain in contract on a variable hour's contract for as long as appropriate to provide mentoring and support as required by the Code of Good Governance

RISKS:	Failure to provide an effective succession strategy would result in the College being non-compliant with the Code of Good Governance – compliance with which is a condition of funding
Record of Voting re Appointment of V. Anderson as Governance Professional	
Votes in favour	Douglas Morrison Stella McManus Dr Heather Anderson Catriona Blacker Paul Brodie Scott Coutts Prof. Jo Gill Scott Gray Tarryn Robertson Ronnie Smith Andriy Strehalliuc Laura Wright
Votes against	None
Did not vote	Anne Doherty Tom Feely* Graeme Fraser Peter Sweeney* Fiona Whittaker* Jack Whyte

*Those marked confirmed their agreement after the vote closed

BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	Mid-Year Return (MYR) 2023/24 - Supporting Commentary
REFERENCE	06
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	To provide the Board with oversight of the supporting commentary for the Mid-Year Return that was submitted to the Scottish Funding Council (SFC) on 28 March 2024
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: <ul style="list-style-type: none"> • note the methodology used to input financial projections based on the financial modelling paper presented in Feb 2024 • note and retrospectively support the commentary provided to the SFC
RISK	<ul style="list-style-type: none"> • Going concern - the College cannot financially support its operations due to reduced funding • Business risk – the College needs to drive commercial income but there is uncertainty of income due to unknown demand, competition, costs and regulations. • Reputation risk – the impact on staff and students of any strategic decisions it makes to secure the College’s future viability • Legal risks – potential exposure to lawsuits for failing to follow through due process and procedure fairly and in compliance with legislation and other external bodies, such the SFC.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • The Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The report sets out the assumptions utilised in the completion of the financial inputs to the MYR for 2023/24. These assumptions are the same as the assumptions used within the financial modelling exercise presented to the FRC in February 2024. • The report highlights key differences in expectations for income and expenditure in the initial FFR 2023/24 versus the MYR for 2023/24. Income projections in the MYR are now based on up-to-date activity as at 31 January 2024 and expenditure reflects ongoing inflationary pressures and additional depreciation expense incurred as a result of additional CAPEX expenditure. • The balance sheet reflects an increase in the deferred capital grants as modelled out in detail based on up-to-date position on 31 January 2024, together with

	<p>movements in debtors and creditors owing to expected settlement of staff salary awards prior to 31 Jul 2024.</p> <ul style="list-style-type: none">• Cashflow will likely continue to track at around £2m by the end of the academic year if pay awards are made.• The report ends with a review of financial ratios which remain largely consistent with FFR 2023/24 initial expectations. The College restates its commitment to continually monitor cashflow and drive forward the strategy within the context of the business planning exercise it is undertaken for 2024/25 and beyond.
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1. INTRODUCTION

1.1. This paper provides an overview of the commentary to support the Mid-Year Review submitted to the funding council on 28 March 2024.

2 BACKGROUND

2.1 As advised at a previous meeting of the Board on 7 March 2024, the SFC issued their instructions and templates for completion of the Mid-Year Return on the 4 March 2024, meaning that the inputs to the document were not ready for presentation to the Board on 7 March 2024.

2.2 Nevertheless, College Management advised that it would be the intention of the Vice Principal – Finance, Resources and Sustainability to include the anticipated results from the financial modelling exercise undertaken in January 2024 and consequently taken to the Finance & Resource Committee in February 2024 as an acceptable estimate of the year-end financial position for 2023/24.

2.3 The MYR was brought to the FRC in May 2024 for review. The MYR review suggested a likely deficit of £917k at that time, versus a full year management accounts deficit of £602k, as reported under item 20 of this Board meeting agenda.

2.4 The FFR expected deficit for 23/24 as presented to the SFC in June 2024 has been revised further to £649k.

2.5 While the FFR 23/24 deficit of £649k and the management accounts of £602k are more aligned, the Board is asked to note that the management accounts reported deficit cannot be considered final at this stage as subsequent year end adjustments are being made currently which may alter this total.

3 ASSUMPTIONS

3.1 The assumptions used in the financial modelling paper were a good fit with the assumptions required by the SFC for purposes of the Mid-Year Return completion:

3.1.1 Core funding for 2023-24 reflects the final college sector funding allocations;

3.1.2 An agreed switch in 2023-24 capital maintenance budget from CDEL (75%) to RDEL (25%);

3.1.3 Non-SFC income takes account of local circumstances;

3.1.4 Staff costs reflect the anticipated impact of National Bargaining harmonisation/Job Evaluation costs based on latest pay offers;

3.1.5 No funding for severance costs;

3.1.6 No FRS 102 pension adjustments;

3.1.7 Additional funding available to cover the cost of increased employer contributions to the Scottish Teachers Superannuation Scheme (STSS) because of the rise from 23% to 26%.

3.1.8 Other local support staff pension contribution rates (SPF) be reflected; and

3.1.9 Non-staff costs should take account of local circumstances and extrapolation of costs for remainder of academic year as appropriate.

4 INCOME COMMENTARY

- 4.1 The FFR 2023-24 highlighted expected annual income of £18,472m versus the MYR 2023-24 equivalent of £18,468m. The projections remain consistent overall but with some movements noted:
- 4.1.1 Tuition fees and education contracts increase of £397k is based on up-to-date credit activity data utilised following the peak January 2024 enrolment period.
 - 4.1.2 Funding Council/RSB Grants reflect the recurrent grant funding of £13,724m, non-recurrent grants of £710k (allowing for 25% RDEL) and government capital grants of £699k in respect of funding for capital projects that is released to offset the depreciation of the underlying assets supported by the funding source.
 - 4.1.3 The reduction in other income of £104k reflects the lower volume of projects brought to and supported by the Foundation across 2023-24, despite a productive year of bid awards.
 - 4.1.4 The £31k of investment income reflects anticipated income driven by preferential interest rates of circa 4% on a short-term treasury reserve as part of internal cashflow management to generate interest on temporarily available funds.
 - 4.1.5 Members are asked to note that the MYR does not include student support funding within funding council/RSB grants, an arrangement in which the College acts as an agent to administer funds to students. The financial statements for 2023/24 are expected to reflect a further £400k of income in respect of student support funds, with a corresponding equal and offset expenditure of £400k.

5 EXPENDITURE COMMENTARY

- 5.1 The FFR 2023-24 reflected expenditure of £19,233m versus MYR 2023-24 of £19,385m. The projection remains consistent overall with only a 0.8% variance but with some movements noted:
- 5.1.1 A static anticipated staff cost for the year, factoring in the pay accrual awards.
 - 5.1.2 Minimal additional operating expenditure of £68k reflecting the increased cost of teaching supplies and resources, utility prices and professional fees incurred to support the strategic and operational activity of the College.
 - 5.1.3 A minimal increase in depreciation expense of £83k reflecting a detailed exercise undertaken to schedule out depreciation expense based on current capital assets as at January 2024.
 - 5.1.4 As above, members are asked to note that the MYR does not include the 'gross up' of student supporting funding incurred, as is required within the Financial statements. This is expected to be an approximate £400k as an offset to the income referred to at 4.1.5 above.

6 ADJUSTED OPERATING POSITION (AOP) COMMENTARY

- 6.1 The Adjusted Operating Position (AOP) is a key performance measure required by the SFC for enabling an assessment of the underlying financial strength of an institution and to enable comparability across the College Sector. The adjustments made are intended to exclude those items which are exceptional, outwith the control of the institution or due to the specific impact of government accounting.
- 6.2 The movement in the FFR 2023-24 result of (£141k) versus MYR 2023-24 of (£223k) primarily reflects the additional operating expenditure of £68k. The additional depreciation cost contained within expenditure of £83k is effectively added back to the AOP, thereby cancelling its impact.

7 BALANCE SHEET COMMENTARY

- 7.1 The FFR 2023-24 net asset position of £50,300m versus MYR 2023-24 of £51,772m primarily reflects the impact of the additional capital expenditure incurred within 2023-24 (£818k) and additional accrued income for key local authority contracts such as SNIPEF and CITB which are not expected to be invoiced until post year end due to the timing of contractual obligations (£827k).
- 7.2 Cash balances are likely to be maintained at around £2m by the end of the year, if pay awards are settled by 31 July 2024.
- 7.3 Within Creditors due within 1 year, the sum due to Funding Council of £300k has been revised to £nil. It is expected that the College will not owe the Funding Council any significant sums at year end and with no knowledge at this stage of any potential requirement for a repayment, this has been revised to £nil. Based on the current financial situation within the sector, the College commits to making full use of required funding, not available funding, to avoid presenting an artificially inflated cash balance that does not belong to the College. The College understands that it needs to be fully transparent in cash flow management and undertakes detailed monitoring of cash balances to ensure that funds are appropriately earmarked for their intended purpose only.
- 7.4 Creditors due after 1 year reflect an anticipated increase of £1,3m in deferred capital grants, owing to volume of capital work undertaken in 2022-23 and 2023-24 and funded accordingly. This value has been modelled out in full and reflects all known funding and capital projects as at 31 January 2024.
- 7.5 The Pension provision value of £277k reflects the 2022-23 end of year provision for a unique arrangement that came into effect in 1995, allowing staff to take early retirement as part of the move of incorporated colleges from the old Scottish regions. SPPA stated that they would accept the liability, but they would not accept the enhancement of the pension linked to inflationary measures. As such, the College services the enhancement portion of each pensioner, of which there are approximately 10. As the provision is not significant, no further adjustment has been made to last year's provision for the purposes of the MYR 2023-24.
- 7.6 Erosion of the unrestricted reserves from £6,847m per FFR 2023/24 to £4,738m on the MYR 2023/24 reflect the ongoing financial challenges in the sector of reduced funding and increased cost bases. The actual reserves at 2022-23 were £5,655m and so the reduction reflects the impact of the (£917k) anticipated deficit.

8 CASH FLOW COMMENTARY

- 8.1 The FFR 2023-24 reflected a net decrease in cash of £851k versus MYR 2023-24 decrease of £1,263m; a variance of £412k.
- 8.2 This primarily reflects additional capital expenditure (£185k) and depreciation thereon (£83k). The additional net reduction across debtors, creditors and others within 'non-cash items' of £154k (FFR 2023/24 £968k versus MYR 2023/24 £1,122k) more widely reflect the continued operational challenges in the College in respect of reduced funding, an increased cost base and general inflationary pressures.

9 CAPITAL EXPENDITURE COMMENTARY

- 9.1 The FFR 2023-24 initially reflected capital expenditure of £550k. The funding allocation from SFC for the College for 2023-24 was £870k, of which 75% is being utilised for capital

projects, representing £653k. A further £83k is expected to be incurred for capital works undertaken and supported by non-SFC grants.

10 SUMMARY COMMENTARY

- 10.1 The financial ratios within the MYR are largely consistent with the following salient points identified below:
- 10.1.1 The results suggest an on-going reliance on Funding Council Grants which account for 82% of total income and non-Funding Council grants representing 18%. The 2% increase in non-Funding Council Grant recognises the ongoing work of the College to better support commercial activity in the form of 'full cost recovery' with local businesses and partnerships.
 - 10.1.2 Salaries as a % of total expenditure reflect 71% which tracks above the sector average. This continues to highlight the need to look at staff resourcing, utilisation and ensure optimal deployment of staff across curriculum plans.
 - 10.1.3 The operating position reflects an increased deficit of (£917k), owing to the financial challenges facing the College and the wider sector.
 - 10.1.4 The cash position is expected to be eroded further with a 41 days cash ratio to total expenditure. This highlights the requirement for close monitoring of cash reserves.
 - 10.1.5 The liquidity ratio has been inflated to 3.33 from 2.17. Measuring the College's ability to cover its short-term obligations, the removal of any sums due to SFC from creditors has favourably impacted on this measure.

11 RESOURCE IMPLICATIONS

- 11.1 This paper has been reviewed by the College Executive Team and the continued monitoring of financial results continues to be a priority for the College, together with its commitment to rationalise its operations where possible and devise a business plan for 2024/25 and beyond. The wider business planning exercise will likely involve members of the Principalship with assistance from the curriculum and support staff.

12 EQUALITIES

- 12.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

13 RISK AND ASSURANCE

- 13.1 The main risks are as follows:
- 13.1.1 Going concern - the College cannot financially support its operations due to reduced funding
 - 13.1.2 Business risk – the College needs to drive commercial income but there is uncertainty of income due to unknown demand, competition, costs and regulations.
 - 13.1.3 Reputation risk – the impact on staff and students of any strategic decisions it makes to secure the College's future viability; and
 - 13.1.4 Legal risks – potential exposure to lawsuits for failing to follow through due process and procedure fairly and in compliance with legislation and other external bodies, such the SFC.

14 RECOMMENDATIONS

14.1 Members are recommended to:

- note the methodology used to input financial projections based on the financial modelling paper presented in Feb 2024; and
- note and retrospectively support the commentary provided to the SFC.

Appendix 06.2 SFC Mid-Year Return 2023-24



South Lanarkshire College

Students' Association

Board Report

August 2024

YOUR COLLEGE
 **YOUR WAY**

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Overview

SA Plans for The New Curriculum Year

Over the summer the Student Association have been busy with completing our draft Operational Plan, Social Media plan and reviewing our Strategic Plan for the upcoming year. We are on track to have all the above completed ahead of schedule so we can spend time welcoming the students in for the new academic year. We have also completed a PowerPoint for the class talks and completed an introduction video for our social media welcome.

The SA are thrilled to welcome the students back for a busy but fun academic year, we have been making plans for Freshers' Week and have arranged lots of fun activities, with plenty of freebies being arranged for competitions and the SA stall. This year we will be hosting events and regular activities to keep the students engaged with the SA throughout the year. We are committed to supporting our students and plan to ensure they are continuously aware of all SA activities happening on campus, ranging from mindfulness to student poverty initiatives – we are here to help!

The SA President and Vice President will carry out class visits to help spread the word on our plans for the year. We will collaborate with all curriculum departments to create more involvement for the class reps and promote the SA Officer elections later in the year.

Student Poverty/ Cost of Living

With the ongoing cost of living crisis, we are committed to supporting our students and tackling student poverty. We will work in partnership with the College's new catering partner Aramark to continue to support the students with free soup and sandwiches and breakfast on designated days, alongside the continued availability of the Student Larder for food and personal items located in the SA office. We are also keen to keep working with the Learning Development team to keep students warm by providing free clothing for all ages via the College Way Market. This is planned to be replenished with sessional items throughout the year and is located on the ground floor.

The SA President and Vice President are committed to helping students make connections with each other and we are hoping to do this by introducing Connect 4 tournaments to help students make new friends.

Emily Test Gender-Based Violence (GBV) Charter

We are incredibly proud that the College was the first college in Scotland to receive the EmilyTest GBV Charter Award in November 2023. The SA are committed to continuing with this very important work and working in partnership with the College to continue to tackle GBV. The next submission of the Charter will take place in November of this year, and we look forward to being involved in working towards this.



Student Poverty/Cost of Living

The ongoing cost-of-living crisis continues to have a major impact on our students, and we are committed to continuing to support them through this difficult time. As part of our initiatives for this upcoming year, we will work with Aramark to continue to provide free soup and a sandwich to students one day per week, as well as free breakfast one day per week. We have already meet with the new catering supplier to discuss this and we are keen to see if there is anything different, we can provide students in the upcoming academic year.

Once again, we would like to sincerely thank the SLC Arm's Length Fund for their support in being able to provide this to our students for academic year 2024/25. In academic year 2023/24, in partnership with Inspire at the time, we provided an amazing 13,000 servings of both soup and sandwich and breakfast to our students. Student testimonials to this offering have been overwhelmingly positive and we look forward to being able to continue to provide it.

Alongside this we will continue to operate the Student Larder where students can visit the SA office and collect much needed food and toiletries. We will also be providing students with free pens, notebooks and blank folders to ensure they have essential stationary products. Throughout the year we will work closely with our colleagues in Student Services to signpost students to discretionary funding, as well as promote financial support through the SA fortnightly newsletter.

Student Mental Health Agreement

We were delighted to launch our Student Mental Health Agreement (SMHA) in 2022-2024 and are committed to continuing with creating a new SMHA to cover the next two academic years. The SA will work in partnership with Student Services and the wider college community to identify areas of priority. We look forward to hearing from students as to what they think would benefit them in the SMHA going forward.

2024-25 Operational Plan

The SA has completed the 2024/25 Operational Plan and Social Media Plan. We are currently in the process of finalising our Strategic Plan.

Our focus for the upcoming year is the following three priorities:

- empowering the student voice
- Making sure all our students feel welcome and included
- organising games and activities to make sure our students have fun

We have prepared a SA Induction PowerPoint and we will send out emails to all departments to book class visits. We want to be as visible as possible and have created an induction video for our social media accounts. This will help us to make sure all students know who we are and the support we offer. In addition to this we'll be welcoming students in the Atrium as they arrive on campus for their first day of class.

We want to bring the fun back for our students, so we have planned fun activities and games for Freshers' Week, due to take place from 9-11 September. We will also be selling hoodies for the current academic year during this week.

The SA President and Vice President believe that the SLCSA embroidered hoodies will help to keep students warm and they will remain accessible to all students as we are maintaining the very low price of £5 per hoodie. This is important to help our commitment in trying to tackle the large issue of student poverty.

The hoodie choices



*These are the range of colours that will be available for
will be sold for £5*

In order of colour pink, sapphire blue, black, violet

Sizes S, M, L and XL

NUS Lead & Change

The SA President and Vice President have been busy over the summer. We attended Lead and Change, an exciting and informative event hosted by NUS. Attending this allowed us to network with other officers either in their first or second year. As this was a new opportunity for us all the information was invaluable.



The second-year officers were very open about their experiences which gave us more confidence to embrace our new position with a better understanding of what we are here to achieve, which is helping students to have the best college experience they can have. We look forward to supporting students on their chosen career path and supporting them with access to food, clothing and guidance.



Pride Event

The annual Pride event took place in Glasgow this summer and SLC and SA staff were in full attendance. We had a wonderful time at the event showing our support for the LGBT+ community, we even had two of our pictures highlighted in the local newspaper!



Forthcoming Events

Welcoming the students
Monday 26 August

Freshers' Week
Monday 9 – Wednesday 11 September

Volunteering Event
30 October

Halloween
Halloween costume contest 31 October

HE Event
14 November 24

Men's Mental Health Month/November
Throughout November (Cuppa and a Chat event)

GBV 16 Days of Activism
25-November – 10 December

Sexual Awareness Stall
13 December (Cuppa and a chat, free condoms, etc)

Refreshers'
28-30 January

Love Your Planet
14 February

LGBT History Month and Purple Friday
Throughout February and 28 February

Easter
Easter egg hunt Friday 18 April

We are very much looking forward to the events listed above and have lots of great ideas for the year ahead including activities over lunch, such as games, Connect 4 tournaments, sudoku, crafts and much more!

Chairs Report for September 2024 Board Meeting

The last quarter has been dominated by externalities which either have or are likely to impact our future operating environment. The ongoing education reform agenda and consultation for dissolution of regional bodies have the potential to create significant opportunities, although at this time there are arguably more questions than answers. The recent Audit Scotland report paints a precarious and uncertain future for colleges in light of the fiscal challenges faced across the sector, and we are yet to fully understand the longer-term impact of the recent action short of strike action which was overcome in response to Ministerial intervention in national pay bargaining negotiations.

Whilst this may appear a gloomy opening statement to my Chair's update, we have much to celebrate. The annual engagement visit report from His Majesties Inspectorate for Education was awash with examples of positive progress with only minor areas for development identified. The College is performing exceptionally well in national league tables, leading all comparatively sized institutes for learner attainment, and our new executive team are now established and driving forward the modernisation of internal operations. Our financial deficit is closing thanks to prudent fiscal controls and modest non-SFC revenue growth, and as previously stated, we have now emerged from the highly damaging period of rolling strikes and action short of strikes.

This quarter we formally welcomed Laura Wright and Andriy Strehaliuk as new board members, with Caitriona Blacker and Jack Whyte joining as members from the student association. We will seek to add two further members over the coming weeks to bring us to full compliment.

We have also appointed Vari Anderson as our new Governance Professional following a competitive process in which we received a positive response from potential candidates. Vari is being ably supported by Peter Scott in a managed transition which will take place over the remainder of the calendar year. I cannot emphasise my appreciation for the support I am offered by Peter and Vari strongly enough.

Our board planning day in August focused on the College response to the dissolution consultation and resulted in the full response being submitted in time for the 20th September deadline. The high-level summary of the response indicated our desire to dissolve the Lanarkshire region whilst continuing to improve informal collaborative working arrangements with colleagues in North Lanarkshire and the Greater Glasgow region. My personal thanks go to Ronnie Smith and Christopher Moore for their time and collegiate approach to developing an aligned response which I believe will set us well for the future.

As I look ahead to the next quarter, I am very much looking forward to attending the graduation on 12th November at Hamilton Town House. The graduation events are a welcome reminder of why we commit our time as volunteer board members. It's a wonderful celebration of students and their friends and families, but also of our staff who have navigated a challenging AY 2023/24 whilst continuing to support our students to successful outcomes and positive destinations.

It is likely that we will be celebrating the graduation event against the backdrop of the employment tribunal which is scheduled to take place over a three-week period in November. It is also likely that during this period we will experience negative press, potentially on a daily basis. The outcome of the tribunal is clearly out of our hands, and we will respond accordingly to the decision(s) of the Employment Judge in due course. I do however wish to emphasise and

acknowledge the positive work that has been done since the events that led us here and I look forward to putting the experience behind us as we move into 2025.

Over the coming weeks, I will be inviting board members to attend 1-1 meetings with me as part of our annual rolling engagement process. I will be seeking to prioritise those who were unable to meet during the last round earlier this year. I will also look forward to our upcoming board planning day on the 19th November.

Douglas Morrison

September 2024

BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	Principal's Update
REFERENCE	11
AUTHOR AND CONTACT DETAILS	Stella McManus Stella.mcmanus@slc.ac.uk
PURPOSE:	To provide members with information not included on the Board of Management meeting agenda.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended: <ul style="list-style-type: none"> to note that the college has submitted the consultation on the de regionalisation of the Lanarkshire Region; to note that the pay dispute is now settled; and to note the sector update.
RISK	<ul style="list-style-type: none"> That the College does not keep up with sector reform and pace of change is too slow impacting on future business.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> Successful Students Highest Quality Education and Support Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> The consultation on the De Regionalisation of the Lanarkshire Regional Strategic body has been submitted on behalf of the South Lanarkshire College Board of Management. The EIS-FELA pay dispute has been resolved due to the Scottish Government funding 1.14% of the 4.14% pay increase. Following the Deputy First Minister's update on in year savings that the Scottish Government has been required to make, the college sector has put forward a range of key asks that should still be considered. The SFC are setting up a series of Board Engagement Visits to help their Board members learn more about the work that colleges do. They will also hold Board meetings at colleges or universities and Principals will be given the opportunity to speak to the Board. The Scottish Funding Council outlined a draft proposal to Principals for a Curriculum Transformation fund to support multi-year change in colleges, as well as review of the credit funding model.

	<ul style="list-style-type: none">• The College has been shortlisted for a Construction BE-ST award in the Collaboration Category for the heat pump van initiative.
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1. INTRODUCTION

1.1 The purpose of this report is to provide members with information not included on the agenda of the Board Meeting scheduled for 6 June 2024.

2. CONSULTATIONS ON DE REGIONALISATION OF THE LANARKSHIRE REGIONAL STRATEGIC BODY (LRSB)

2.1 The College has directly responded to a number of consultations recently. These include:

2.1.1 The De Regionalisation of the Lanarkshire Regional Strategic Body. Thank you to Board members for the discussions and input into this submission.

2.1.2 The Tertiary Quality Enhancement Review
e

2.2 Please note that Colleges Scotland has responded on behalf of the sector to other consultations including the call for views from the Education Children and Young People Committee on the Education (Scotland) Bill relating to a new qualifications body and independent inspectorate of schools and other education providers to be established.

2.3 It has also responded to the Post-School Education and Skills Reform which proposes changes to the three funding bodies in the post school system, the Student Awards Agency Scotland (SAAS), the Scottish Funding Council and Skills Development Scotland. The proposed changes seek to simplify responsibilities for apprenticeships and student support, to improve outcomes and increase efficiency. Simply put the proposals are:

2.3.1 Proposal 1: Business as usual

2.3.2 Proposal 2: Consolidate all provision funding within SFC and all student support funding within SAAS

2.3.3 Proposal 3: Consolidate all provision funding and all student support funding within SFC

3 INDUSTRIAL ACTION

3.1 *EIS-FELA National Talks Update*

3.2 College employers offered an improved pay award to lecturers after Scottish Government ministers guaranteed additional funding for the fourth year of a proposed pay deal. Colleges tabled a 4.14% pay rise in 2025/26 which was an increase from the 3% offered previously and was in addition to the employers' full and final offer of a £5,000 pay increase across the preceding three academic years.

3.3 However, the enhanced pay proposal was only possible because the Scottish Government agreed to provide £4.5 million in additional funding for an increased lecturer pay award from 2025/26. (Annexes A and B)

3.4 The EIS-FELA advised that members voted 'overwhelmingly' in favour of acceptance of the 2022-26 Pay Offer. According to the EIS, 95% of lecturers voting in the ballot

voted in favour of accepting the improved offer, with 5% voting to reject. Turnout in the ballot was 84%.

3.5 This pay award delivers a starting salary for lecturers of nearly £42,000 from September 2025, with the average lecturer salary increasing to more than £50,000. This means that lecturers in Scotland will continue to enjoy the best pay and conditions of any college lecturers across the UK.

3.6 The College has yet to receive formal notification that the dispute raised by EIS-FELA on Action Short of Strike Action has been withdrawn, however it has been indicated that this will happen. EIS has advised that all withheld results should be inputted within ten days of the deal being ratified.

3.7 Support staff should also be entitled to the same pay increase and negotiations will be expected to be had with the Scottish Government to also fund part of their pay award 2025-26.

4 SCOTTISH FUNDING COUNCIL: BOARD ENGAGEMENT VISITS

4.1 All Principals received an update from Mike Cantlay Chair of the SFC regarding Board Engagement Visits. The SFC has recently welcomed five new members to its board. They wish to support all their board members in their work and to promote a closer understanding of the environment in which SFC-funded institutions operate, and as such they are about to instigate a programme of Board Engagement Visits.

4.2 As well as colleges and universities, the visits will also include regional strategic bodies and innovation centres. The visits will provide a forum for senior leaders to talk to members of the SFC board about their goals and ambitions, and about the risks and challenges they face. They will also include an element of interaction with learners through student associations. They envisage the typical format for a Board Engagement Visit to be:

4.2.1 A two hour session with the senior leadership team to discuss strategic ambition and challenges.

4.2.2 A 45 minute session with student association representatives to understand the student experience.

4.2.3 An hour's tour of the institution to learn about current projects or to visit teaching spaces and/or research facilities. The tour will be a chance for further engagement with staff.

4.3 The SFC are planning three Board Engagement Visits per academic year; and they are currently pencilled in for November 2024, January 2025 and April 2025.

4.4 Aligned to this, the SFC Board meetings scheduled for March and June 2025 will be held in a university or college. Whilst this would not incorporate any of the elements noted above, the meetings will be an opportunity for a member of the senior team (most likely the principal) to speak briefly with the Board.

5 SECTOR FUNDING

5.1 The Deputy First Minister and Cabinet Secretary for Finance, Shona Robison, on 3 September provided an update on the in-year savings that the Scottish Government has been required to make in order to reach an in-year balanced budget for 2024/25

5.2 For colleges, there are two main points to note: firstly, HE Student Support has been reduced by £6m. Secondly, Mental Health Services are reduced by £18.8m including “Student Mental Health Services”. Colleges Scotland has confirmed with Scottish Government officials that there will be no reduction in funding for colleges as the existing funding commitments for counselling and transition funding had already been delivered.

5.3 Key asks of Scottish Government from the sector include:

5.3.1 Cuts to be reversed as the impact of reduced funding over the last few years and the further cut for 2024/25 is significantly impacting the sector’s ability to skill up the workforce required by Scotland.

5.3.2 Assurances that momentum will not drop in regard to reform work as set out in the report by James Withers and endorsed by Scottish Ministers.

5.3.3 Specifically, more efficient use of the wider £3.2bn education and skills budget e.g. colleges first apprenticeship model – to streamline current inefficient model where colleges receive less than 40% for delivering the training from the public funds that leave Scottish Government.

5.3.4 Other efficiencies that could be delivered including a single funding pot for colleges, avoiding multiple different pots of resource each with its own rules, reporting and bureaucracy around it. Provision for maximum flexibilities and have Regional Outcome Agreements that truly set outcomes for colleges to deliver and leave them the flexibility to decide how best to deliver them in any specific regional location.

5.3.5 Funding to remedy the significant outstanding issues with the college estate across Scotland. Seven colleges have RAAC on their campuses, and as per the Audit Scotland 2023 colleges report “capital funding from the Scottish Government, administered through the SFC, had consistently fallen short of the level colleges have needed”, with their 2022 report evidencing that capital funding for the college sector was £321 million short of requirements for lifecycle and backlog maintenance.

5.4 Allocation Model Review

5.5 At the College Principals’ Group on 10 September 2024, Richard Maconachie, Finance Director at the Scottish Funding Council (SFC) provided an update on the approach that is being taken regarding reviewing the allocation of funding in the sector. Work is being done to get clarification on the Scottish Government’s “red lines” and what they are willing to support and understanding more about what they want from colleges. In addition, other work packages currently underway are:

- 5.5.1 Conducting an analysis of existing embedded premia and understanding the unit costs for credits across the sector. This is because not all colleges are paid the same rate per credit. There is a need to have transparency, with new premia if needed.
 - 5.5.2 There will be a review of total credits and underlying price (s).
 - 5.5.3 A better understanding of retention and completion rates in colleges and how to improve them. There is an awareness that this is complex due to the demographics of students.
 - 5.5.4 There will also be an analysis of demographics and local economy factors.
 - 5.5.5 How apprenticeships are treated will be reviewed
 - 5.5.6 There is work ongoing relating to the linkages to outcome frameworks and the approach to recovery.
- 5.6 The review of funding is expected to be completed in time for the 2025-26 academic year.
- 5.7 In addition to this a proposal was shared for a possible approach to Curriculum Transformation in colleges. This would allow colleges to use a set number of credits to fund multi- year transformation projects. If interested individual colleges would be asked to submit a business case for a multi-year period. The SFC would then assess the business case against the principles, which have still to be drafted, and acceptance would not be guaranteed. If it were agreed, then the college and the SFC would agree how the project would be monitored.
- 5.8 The advantages of the proposal are that it is voluntary and focuses on colleges with viable transformation plans, it retains accountability for public monies through creating a set of principles and rules for use. Unfortunately, the downside would be the loss in learner places whilst the transformation project takes place. Potentially there could be a risk to colleges not being able to regain the credits used to fund the project.
- 5.9 The details of the proposal need to be established by the SFC and more information will be shared as it becomes available.

6 PARTNERSHIP WORKING

- 6.1 The Principal has engaged in the following activities:
- 6.1.1 attended the College Principals' Group with College Scotland at meetings in Stirling;
 - 6.1.2 attended a meeting with College Principals in relation to future sector challenges;
 - 6.1.3 met with the Chief Executive Officer of South Lanarkshire Council to explore ways of collaborating. A follow up meeting is scheduled for 6 November 2024.
 - 6.1.4 met with Monica Lennon MSP and Fiona Drouet (CEO) of EmilyTest about raising awareness and encouraging other institutions to undertake the charter.
- 6.2 The Cabinet Secretary for Social Justice, Shirley-Anne Somerville is now planning to visit the College on 22 October 2024. The visit is to mark the roll-out of Carer Support

Payment in Lanarkshire, and the work that South Lanarkshire College does in supporting students with caring responsibilities has been identified as being of interest to the Cabinet Secretary.

7 GOOD NEWS

7.1 The College has been shortlisted for the category of Collaborative Partnership at the Accelerate to Zero Awards run by Construction BE-ST for the Green Heat Installer Programme. The award ceremony is in November 2024.

8 EQUALITIES

8.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

9 RISK

9.1 That the College does not keep up with sector reform and pace of change is too slow impacting on future business.

10 RECOMMENDATIONS

10.1 Members are recommended to:

10.1.1 note that the college has submitted the consultation on the de regionalisation of the Lanarkshire Region;

10.1.2 to note that the pay dispute is now settled; and

10.1.3 to note the sector update.

ANNEX A



22 August 2024

Graeme Dey MSP
Minister for Higher and Further Education; and Minister for Veterans
Scottish Government
St Andrew's House
Regent Road
Edinburgh
EH1 3DG

Ref: GD/DW
Direct: 07801 887820

Dear Mr Dey,

Ongoing College Lecturer Pay Dispute

Thank you for hosting the positive discussions on Monday 19 August 2024 with College Employers Scotland (CES) and the EIS-FELA.

Your swift agreement to convene the meeting, and your input at the meeting itself, has been incredibly helpful in allowing employers to consider an improved pay offer to the EIS-FELA, which it is hoped will end the protracted pay dispute.

At the meeting, CES representatives were encouraged by the commitment you made on behalf of the Scottish Government that it could fund an additional £4.5m from Academic Year (AY) 2025/26, on top of existing college budgets, for an improved pay offer from employers.

In light of this discussion, at a meeting of CES held on Wednesday 21 August 2024, colleges agreed to provide an improved pay offer to the EIS-FELA, subject to written confirmation of the additional £4.5m from the Scottish Government.

Please, therefore, treat this letter as a formal request from college employers for an additional £4.5m from AY 2025/26, on top of existing college budgets, to fund an improved pay offer to the EIS-FELA.

As the 2025/26 Pay Award is due to be paid to lecturers on a consolidated basis, this additional funding would also need to be baselined into college budgets from AY 2025/26 onwards.

Once we are in receipt of a written confirmation of this additional funding from the Scottish Government, CES will formally make an improved pay offer to the EIS-FELA, which we hope will bring an end to the industrial action.


Following discussions with CES members, it would, however, be remiss of us not to make you aware that this additional funding from the Scottish Government in AY 2025/26, will undoubtedly set expectations from the support staff trade unions for a similar amount. While we accept negotiations for 2025/26 have not yet begun with these trade unions, it may be that colleges seek a similar discussion with the Scottish Government once formal negotiations have started.

We thank you once again for your helpful input to Monday's discussions and look forward to receiving a written commitment as soon as is practicable. In the meantime, CES would urge you continue to use your convening power to take forward the recommendations of the Strathesk 'Lessons Learned' report into National Bargaining, which we believe provides a blueprint for a reformed National Bargaining framework.

Yours sincerely,



Gavin Donoghue
Director of CES



David Watt
Chair of CES

ANNEX B

Minister for Higher and Further Education; and
Minister for Veterans
Graeme Dey MSP



T: 0300 244 4000
E: scottish.ministers@gov.scot

Gavin Donoghue
David Watt
(by email)

22 August 2024

Thank you for your letter of 22 August 2024.

I'd like to start by putting on the record my thanks to you both, as well as EIS-FELA colleagues for coming together this week to discuss with me the full details of the deal that you have reached.

This deal shows significant work has been done by both sides to break the impasse and find a resolution to this dispute.

For my part, I made the commitment that should employers and trade unions settle on a position, not just on the monetary figure, but on a number of other matters including the handling of deeming at local level, that the SG would seek to ensure £4.5m of additional support would be available in AY 25/26, on top of current college budgets, to allow you to honour this deal.

I can provide you with that assurance: provision will be made in the 2025/26 college budget allocations for an additional £4.5m to support the cost of this pay deal. From 2025/26, I would also expect that, given the consolidated nature of this pay deal, this funding is baselined into future college budgets.

I hope this assurance allows both sides to progress with this deal and bring this long running dispute to an end for both staff and students alike.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Graeme Dey', enclosed within a thin black rectangular border.

GRAEME DEY MSP

Minister for Higher and Further Education; and Minister for Veterans

Board of Management Committee

DATE	24 September 2024
TITLE OF REPORT	New Tertiary Quality Enhancement Review Process for College and Universities https://www.sfc.ac.uk/publications/sfc-guidance-on-quality-for-colleges-and-universities-2024-25-to-2030-31/
REFERENCE	12
AUTHOR AND CONTACT DETAILS	Angela Pignatelli angela.pignatelli@slc.ac.uk
PURPOSE:	To provide members with an update on the national changes being implemented by the Scottish Funding Council (SFC) to the quality assurance, enhancement and review process across Scotland's colleges and universities.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: <ul style="list-style-type: none"> • note the content of the report • note the implications for the College and the student experience.
RISK	<ul style="list-style-type: none"> • that the changes proposed and being implemented by the Quality Assurance Agency (QAA) may need refined/changed to meet the specific needs of the college sector in this initial year; • that the timelines proposed by QAA may need refined/changed in this initial year of implementation.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • The Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The report outlines the new approach to quality assurance and review within the newly defined 'tertiary sector'; • The Tertiary Quality Enhancement Framework (TQEF) to be followed by all colleges; • The principles of the TQEF including delivery mechanisms; • The Tertiary Quality Enhancement Review (TQER) and peer led review model; • The Institution-led quality review (ILQR)

1. INTRODUCTION

1.1 The Scottish Funding Council (SFC) have engaged the services of the Quality Assurance Agency (QAA) to lead on the reforms taking place nationally in relation to Quality assurance, review and enhancement.

1.2 The full report can be accessed here <https://www.sfc.ac.uk/publications/sfc-guidance-on-quality-for-colleges-and-universities-2024-25-to-2030-31/>

2 BACKGROUND

2.1 These reforms include the introduction of the one 'tertiary' sector which refers to all college and university education with the intention of a smoother and seamless journey for students.

2.2 The tertiary sector will, from November 2024, be involved in the same quality review process going forward and align to the same quality frameworks and reporting mechanisms.

2.3 Previous college quality processes and quality reporting mechanisms, including Regional Outcome Agreements (ROAs), Education Scotland Annual Engagement Visits (AEVs), Progress Visits (PVs) and How Good is Our College Framework (HGIOC) will be replaced by the principles, frameworks and reporting mechanisms outlined in the report by QAA.

2.4 The status and role of Education Scotland remains in abeyance with further clarification expected, as outlined in this report in page 19.

2.5 The first reporting using the new Tertiary Quality Enhancement Framework will be a self-evaluation and action plan (SEAP) submission in November 2024

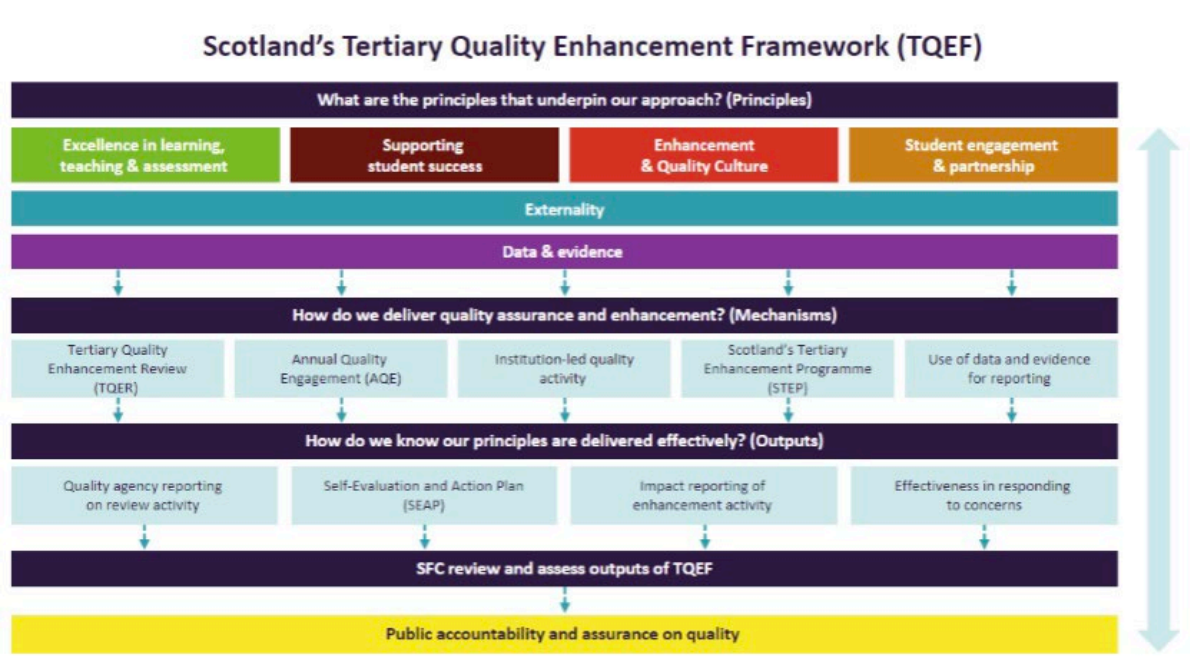
3 DISCUSSION

3.1 *Table 1: The Principles of Scotland's Tertiary Quality Enhancement Framework*



3.2 Covering six overarching principles, the new Principles of the TQEF has students at the heart with the majority of the principles requiring self-reflection and review of both curriculum activity and support services activity.

3.3 Table 2: Scotland's Tertiary Quality Enhancement Framework (TQEF)



3.3.1 The impact for the College is to ensure that all departments review their effectiveness in a robust, consistent, standardised manner, and regularly.

3.3.2 This new, whole college, approach to review has been termed "The SLC Way".

3.3.3 The SLC Way has been launched at the 13 August All Staff Conference with further detailed information at the 15 August All Staff Development Day.

3.3.4 The SLC Way document is hosted on the college Quality Portal. It outlines the new approach to review and evaluation at the college and includes hyperlinks to the current proformas, templates, guidance, support notes and new information. Hosted on the [Quality Hub](#) portal for staff.

3.4 Regular contact, tracking and monitoring will take place with all teams in the college to ensure staff are supported throughout this change process.

4 EQUALITIES

4.1 There are no new matters for people with protected characteristics or from areas of deprivation which arise from consideration of the report.

5 RISK AND ASSURANCE

5.1 That the changes proposed, and being implemented, by the Quality Assurance Agency (QAA) may need refined/changed to meet the specific needs of the college sector in this initial year;

5.2 the timelines proposed by QAA may need refined/changed in this initial year of implementation.

6 RECOMMENDATIONS

Members are asked to:

- note the content of the report and the implications for the College and the student experience.

BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	Anti -Bribery Policy
REFERENCE	13
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal Finance, Resources and Sustainability Elaine.McKechnie@slc.ac.uk
PURPOSE:	To request members to approve the draft Anti-Bribery Policy.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • Approve the draft Anti-Bribery Policy
RISK	<ul style="list-style-type: none"> • That the College does not have up to date policies in place to safeguard the organisation and ensure the proper use of public funds.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The report sets out the key principles of the Anti-Bribery Policy • It also sets out responsibilities for the Board of Management and all College staff.

1. INTRODUCTION

1.1 The purpose of this paper is to provide an overview of the Anti- Bribery Policy in line with Scottish Government Strategy and to ensure best practice and thereby help to ensure the proper use of public funds.

2. THE POLICY

2.1 The policy provides the definition of bribery and sets out the four key offences in terms of the Bribery Act 2010 as follows:

- Bribery of another person
- Accepting a bribe
- Bribing a foreign official
- Failing to prevent bribery

2.2 It explains the concept of corporate offences as well as:

- Identifies the College as a relevant commercial organisation.
- Explains the benchmarks applied by the Courts.
- Explains the concept of proportionate procedures to be applied.
- Identifies the need for compliance with the Audit Scotland Code of Practice.
- Establishes the basis for risk assessment.
- Explains due diligence in context

2.3 Furthermore, it highlights the importance of communication and training and the need for monitoring and review. It commits to proportional implementation, provides a summary of the criminal penalties and explains the relevance of the Public Contracts Regulations 2006.

3 SCOPE

3.1 This Policy forms part of the College's internal controls and corporate governance arrangements. It applies to all of the organisation's activities.

3.2 It highlights the broad extent of the responsibility for control and outlines that this resides at all levels within the organisation. It covers all level and categories of persons associated with the College

4 KEY PRINCIPLES

4.1 The over arching principle is that bribery is not tolerated, with other principles set out including:

4.2 It is unacceptable to:

- give, promise to give, or offer a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given;

- give, promise to give, or offer a payment, gift or hospitality to a government official, agent or representative to 'facilitate' or expedite a routine procedure;
- accept payment from a third party that is offered with the expectation that it will obtain a business advantage;
- accept a gift or hospitality from a third party that is offered or provided with an expectation that a business advantage will be provided in return;
- retaliate against or threaten a person who has refused to commit a bribery offence or who has raised concerns regarding bribery; or
- engage in any activity in breach of this policy.

4.3 As well as the ones noted above facilitation payments are unofficial payments made to public officials and are not tolerated and are illegal.

4.4 The College commits to:

- setting out a clear anti-bribery policy and keeping it up to date;
- making all employees aware of their responsibilities to adhere strictly to this policy at all times;
- training all employees so that they can recognise and avoid the use of bribery by themselves and others;
- encouraging its employees to be vigilant and to report any suspicions of bribery, providing them with suitable channels of communication and ensuring sensitive information is treated appropriately;
- rigorously investigating instances of alleged bribery and assisting police and other appropriate authorities in any resultant prosecution;
- taking firm and vigorous action against any individual(s) involved in bribery;
- providing information to all employees to enable the reporting of breaches and suspected breaches of this policy; and
- including appropriate clauses in contacts to prevent bribery.

4.5 Where a breach of this Policy is notified to the College, the College will investigate and report matters to the police if necessary - and assist in any resulting criminal prosecution.

4.6 Note that gifts and hospitality are covered under a separate policy.

4.7 Any suspicion of breach of this Policy must be reported under the College's Whistleblowing Policy.

5 RESPONSIBILITIES

5.1 The Audit Committee is responsible for ensuring approval of this Policy.

5.2 The Vice Principal – Finance and Corporate Services is responsible for implementing and reviewing the Policy.

5.3 All College managers are responsible for ensuring that staff are made aware of their obligations under the Policy.

5.4 The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of everyone within the organisation and staff members must avoid any activity that breaches this policy and:

- ensure that they read, understand and comply with this policy; and
- raise concerns as soon as possible if they believe or suspect that a conflict with this policy has occurred, or may occur in the future.

6 EQUALITIES

6.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report

7 RISK

7.1 That the College does not have up to date policies in place to safeguard the organisation and ensure the proper use of public funds.

8 RECOMMENDATIONS

8.1 Members are recommended to:

8.1.1 Approve the draft Anti-Bribery Policy



South
Lanarkshire
College

East Kilbride

ANTI BRIBERY POLICY

Version Number: 2

Document Information

Procedure Published/Created:	
Reviewed Date:	October 2024
Owner:	
Approved by:	
Equality Impact Assessment:	
Next Review Date:	

Version History

Version Number	Date	Author	Rationale

Quick Links

We are inclusive and diverse, and this is one of our values.

We are committed to the FREDIE principles of Fairness, Respect, Equality, Diversity, Inclusion and Engagement.



To find out more about FREDIE click [HERE](#)

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1.0 Policy Statement

1.1 Bribery is a criminal offence. We do not, and will not, pay bribes or offer improper inducements to anyone for any purpose, nor do we, or will we, accept bribes or improper inducements.

1.2 To use a third party as a conduit to channel bribes to others is a criminal offence. We do not, and will not, engage indirectly in or otherwise encourage bribery.

1.3 We are committed to the prevention, deterrence and detection of bribery. We have zero tolerance towards bribery. We aim to maintain anti-bribery compliance 'business as usual', rather than as a one-off exercise.

2.0 Introduction

2.1 Bribery is an inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage.

2.2 The Bribery Act 2010 (the Act) (available from www.legislation.gov.uk) defines four key offences:

- bribery of another person (section 1)
- accepting a bribe (section 2)
- bribing a foreign official (section 6)
- failing to prevent bribery (section 7)

2.3.1 The Act makes it an offence to offer, promise or give a bribe (Section 1). It also makes it an offence to request, agree to receive, or accept a bribe (Section 2). Section 6 of the Act creates a separate offence of bribing a foreign public official with the intention of obtaining or retaining business or an advantage in the conduct of business. Under Section 7 there is also a corporate offence of failure by a commercial organisation to prevent bribery that is intended to obtain or retain business, or an advantage in the conduct of business, for the organisation. An organisation will have a defence to this corporate offence if it can show that it had in place adequate procedures designed to prevent bribery by or of persons associated with the organisation.

2.3.2 The guidance states that a 'commercial organisation' is any body formed in the United Kingdom and '...it does not matter if it pursues primarily charitable or educational aims or purely public functions. It will be caught if it engages in commercial activities, irrespective of the purpose for which profits are made'. The College is a 'commercial organisation'.

2.4.1 Whether the procedures are adequate will ultimately be a matter for the courts to decide on a case-by-case basis. Adequate procedures need to be applied proportionately, based on the level of risk of bribery in the organisation. It is for individual organisations to determine proportionate procedures in the recommended areas of six principles. These principles are not prescriptive. They are intended to be flexible and outcome focused, allowing for the different circumstances of organisations. Small organisations will, for example, face different challenges to those faced by large multi-national enterprises. The detail of how organisations apply these principles will vary, but the outcome should always be robust and effective anti-bribery procedures.

2.4.2 An organisation's procedures to prevent bribery by persons associated with it are proportionate to the bribery risks it faces and to the nature, scale and complexity of the organisation's activities. They are also clear, practical, accessible, effectively implemented and enforced.

2.4.3 Top-level management are committed to preventing bribery by persons associated with it by complying with the Scottish Government Strategy on Counter Fraud, Corruption and Bribery as

exemplified in the Audit Scotland Code of Practice. They foster a culture within the organisation in which bribery is never acceptable.

2.4.4 The College assesses the nature and extent of its exposure to potential external and internal risks of bribery on its behalf by persons associated with it. The assessment is periodic, informed and documented. It includes financial risks but also other risks such as reputational damage.

2.4.5 The College applies due diligence procedures, taking a proportionate and risk-based approach, in respect of persons who perform or will perform services for or on behalf of the organisation, in order to mitigate identified bribery risks.

2.4.6 The College seeks to ensure that its bribery prevention policies and procedures are embedded and understood throughout the organisation through internal and external communication, including training that is proportionate to the risks it faces.

2.4.7 The College monitors and reviews procedures designed to prevent bribery by persons associated with it and makes improvements where necessary.

2.5 The College is committed to proportional implementation of these principles.

2.6 An individual guilty of an offence under Sections 1, 2 or 6 of the Act is liable to imprisonment for a maximum term of ten years, or to an unlimited fine, or both. Organisations are liable for these fines and if guilty of an offence under Section 7 are liable to an unlimited fine.

2.7 Under the Public Contracts Regulations 2006 (which gives effect to EU law in the UK), a company is automatically and perpetually debarred from competing for public contracts where it is convicted of a corruption offence. There are no plans to amend the 2006 Regulations for this to include the crime of failure to prevent bribery. Organisations that are convicted of failing to prevent bribery are not automatically barred from participating in tenders for public contracts. This College has the discretion to exclude organisations convicted of this offence.

3.0 Scope

3.1 This Policy forms part of the College's internal controls and corporate governance arrangements. This policy applies to all of the organisation's activities. For partners, joint ventures and suppliers, we will seek to promote the adoption of policies consistent with the principles set out in this policy.

3.2 Within the College, the responsibility to control the risk of bribery occurring resides at all levels within the organisation. It does not rest solely within assurance functions, but in all business units and corporate functions.

3.3 This policy covers all personnel, including all levels and grades, those permanently employed, temporary agency staff, contractors, non-executives, agents, Board members (including independent members), volunteers and consultants.

4.0 Key Principles

4.1 Bribery is Not Tolerated

4.2 It is unacceptable to:

- give, promise to give, or offer a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given;
- give, promise to give, or offer a payment, gift or hospitality to a government official, agent or representative to 'facilitate' or expedite a routine procedure;
- accept payment from a third party that you know or suspect is offered with the expectation that it will obtain a business advantage for them;

- accept a gift or hospitality from a third party if you know or suspect that it is offered or provided with an expectation that a business advantage will be provided by us in return;
- retaliate against or threaten a person who has refused to commit a bribery offence or who has raised concerns under this policy; or
- engage in activity in breach of this policy.

4.3 Facilitation payments are not tolerated and are illegal. Facilitation payments are unofficial payments made to public officials in order to secure or expedite actions.

4.4 The College commits to:

- setting out a clear anti-bribery policy and keeping it up to date;
- making all employees aware of their responsibilities to adhere strictly to this policy at all times;
- training all employees so that they can recognise and avoid the use of bribery by themselves and others;
- encouraging its employees to be vigilant and to report any suspicions of bribery, providing them with suitable channels of communication and ensuring sensitive information is treated appropriately;
- rigorously investigating instances of alleged bribery and assisting police and other appropriate authorities in any resultant prosecution;
- taking firm and vigorous action against any individual(s) involved in bribery;
- providing information to all employees to enable the reporting of breaches and suspected breaches of this policy; and
- including appropriate clauses in contracts to prevent bribery.

4.5 Where a breach of this Policy is notified to the College, the College will investigate the circumstances under the Employee Disciplinary Procedures, reporting matters to the police if necessary and assist in any resulting criminal prosecution.

4.6 This policy is not meant to change the requirements of our gifts and hospitality policy, as detailed in the Financial Regulations.

4.7 Where any member has a suspicion that any breach of this Policy has occurred, they should report it under the College's Whistleblowing Policy.

5.0 Responsibilities

5.1 The Audit Committee is responsible for ensuring approval of this this Policy.

5.2 The Vice Principal – Finance and Corporate Services is responsible for implementing and reviewing the Policy.

5.3 All College managers are responsible for ensuring that staff are made aware of their obligations under the Policy.

5.4 The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all those working for the organisation or under its control. All staff members are required to avoid activity that breaches this policy.

They must:

- ensure that they read, understand and comply with this policy; and
- raise concerns as soon as possible if they believe or suspect that a conflict with this policy has occurred, or may occur in the future.

6.0 Related Documents and Useful Links

6.1 Financial Regulations

6.2 Anti-Fraud and Corruption Policy

6.3 Whistleblowing Policy

6.4 Employee Disciplinary Policy

6.5 Procurement Policy

6.6 Gifts and Hospitality Registers

6.7 Useful Links:

CIPFA Better Governance Forum

www.cipfanetworks.net/governance

Bribery Act 2010

www.legislation.gov.uk/ukpga/2010/23/contents

Bribery Act Guidance

www.cipfanetworks.net/fileupload/upload/briberyact2010guidance142011261754.pdf

Bribery Act Quick Start Guide

www.cipfanetworks.net/fileupload/upload/briberyact2010quickstartguide142011271739.pdf

Joint Prosecution Guidance of the Director of the Serious Fraud Office and the Director of Public Prosecutions

www.cipfanetworks.net/fileupload/upload/BRIBERY%20ACT%202010%20JOINT%20PROSECUTION%20GUIDANCE142011281730.PDF

Protecting Public Resources in Scotland – Counter Fraud Strategy

www.gov.scot/publications

Bribery Self-Reporting Guidance for Businesses 2023

www.copfs.gov.uk

Bribery & Corruption – Guidance & Policies 2024

www.copfs.gov.uk

Bribery – a Ground of Claim – Law Journal (Pub. September 2022)

www.lawscot.org.uk/journal

Criminal Finances Act 2017

www.legislation.gov.uk/criminal/finances/act/2017

Scottish Public Sector Finance Manual

<https://www.gov.scot/publications/scottish-public-finance-manual/>

7.0 Review

7.1 This Policy will be reviewed every 3 years or when changes to legislation or corporate governance require it.



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BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	Fee Waiver Policy 2024-25
REFERENCE	14
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal Finance, Resources and Sustainability Elaine.McKechnie@slc.ac.uk
PURPOSE:	To request members to approve the Fee Waiver 2024-25 Policy.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • Approve the Fee Waiver 2024-25 Policy
EQUALITIES	There are no adverse implications for equalities identified within the attached report.
RISK	<ul style="list-style-type: none"> • That the College does not have up to date policies in place to safeguard the organisation and ensure the proper use of public funds.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The report sets out the key contents of the Fee Waiver 2024-25 Policy, describing the categories of students for which College may apply a fee waiver. It is issued from the Scottish Funding Council in Academic Year (AY) 2024-25. • The Board is asked to note that there are no material changes in respect of Fee Waiver Policy 2023-24, with the exception of a clarification of the eligibility criteria for young asylum seekers in reference to Schedule 1 of The Education (Access Funds) (Scotland) Determination 2022, of which the FE Residency Guide is on the SFC website.

1. INTRODUCTION

1.1 The purpose of this paper is to provide an overview of the College's Fee Waiver Policy for 2024-25 in line with the policy issued from the Scottish Funding Council (SFC) for 2024-25.

2. THE POLICY

2.1 Describes the categories of students for which fee waiver may be applied.

2.2 The Policy covers the following sections:

- Policy Changes
- Tuition Fee Rate
- Eligible Students
- Part-Time Students
- Students on short full-time courses
- Residency
- Other Conditions
- Full-time Advanced (HE) Fees
- Programs which span Academic Years
- Veterans Scheme
- Forces Personnel

2.3 The only core change to the policy is in respect of the eligibility criteria for young asylum seekers, including children of asylum seekers to access a fee waiver. The provision was detailed in the FE Residency Guidance following the Scottish Government's residency consultation which led to a simplification of the eligibility criteria for children of asylum seekers and young asylum seekers.

2.4 The full time Higher Education (HE) fee rate for Higher National/Sub-degree courses is set by Scottish Government and remains at £1,285. The Further Education (FE) full-time and part-time tuition fee rates remain at £1,008.

2.5 All other key components of the Fee Waiver Policy remain unchanged from 2023-24.

3 SCOPE

3.1 The policy is set in the context of internal controls at the College and clearly articulates the conditions that must be met to best support student funding. It highlights the broad extent of the responsibility for control with staff who determine the appropriateness of a fee waiver in each individual student's circumstances.

3.2 While it covers all level and categories of persons working at the College, it is anticipated that the Policy will impact most on curriculum areas, student support services and finance departments.

4 EQUALITIES

4.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

5 RISK AND ASSURANCES

5.1 That the College does not have up to date policies in place to safeguard the organisation and ensure the proper use of public funds

6 RECOMMENDATIONS

6.1 Members are recommended to:

- Approve the Fee Waiver 2024-25 Policy



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FEE WAIVER POLICY 2024-25

For Staff

Version Number: 1.0

Document Information

Procedure Published/Created:	July 2024
Reviewed Date:	
Owner:	Finance
Approved by:	
Equality Impact Assessment:	
Next Review Date:	July 2025

Version History

Version Number	Date	Author	Rationale
1.0	8 July 2024	SFC	Fee Waiver policy AY 2024-25

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Introduction

1. This document describes the categories of students for which South Lanarkshire College may apply a fee waiver. It is issued from the Scottish Funding Council (SFC) in Academic Year (AY) 2024-25. The core teaching allocations set out in the [College Final Funding Allocations for AY 2024-25](#) include an allowance for fee waivers.
2. The standard fee waiver policy should focus on the students rather than on the course of study (except courses classified as 'Price Group 5').

Policy changes for AY 2024-25

3. The eligibility criteria for young asylum seekers, including children of asylum seekers, to access a fee waiver has been updated. Further information is provided in paragraph 10 of this guidance. The provision was detailed in the FE Residency Guidance following the Scottish Government's residency consultation which led to a simplification of the eligibility criteria for children of asylum seekers and young asylum seekers

Tuition fee rates

4. The full-time Higher Education (HE) fee rate (for Higher National/sub-degree courses) is set by the Scottish Government and remains at £1,285. The Further Education (FE) full-time and part-time tuition fee rates remain at £1,008.

Eligible students

5. South Lanarkshire College may apply a fee waiver in respect of activity for any of the following types of students:
 - a. FE students following full-time non-advanced programmes (other than those over the age of 18 who are studying at Orkney College or Shetland College) for whom credits can be claimed. However, students on courses which do not meet the current definition of full-time, but which would have been classified as full-time under the previous definition, are eligible for a non-means-tested part-time fee waiver based on the credits for the course.
 - b. Flexibilities have been introduced to the credit guidance on claiming credits for short re-skilling and upskilling programmes. If colleges have students on short-full time courses, they may allocate a fee waiver.
 - c. FE students where credits can be claimed, including those studying at Orkney College or Shetland College, with additional support needs or disabilities on courses in Price Group 5.

- d. Students for whom credits can be claimed (see the [Credit Guidance for Colleges 2024-25](#) for more details) and who satisfy the conditions in paragraph 6 below, including those studying at Orkney College or Shetland College, and who are studying either:
 - i. A part-time FE programme. **OR**
 - ii. A part-time programme of study that is credit-bearing at HE level (equivalent to at least SCQF Level 7) up to and including a first degree.
- e. State school pupils undertaking college activities that form part of their school-based curriculum. A fee waiver will similarly be available for other pupils whose education is funded by the state. Such students should not be means-tested.
- f. Privately or home-educated school pupils will be eligible for a part-time fee waiver on a means-tested basis. However, in exceptional circumstances, South Lanarkshire College may waive the fees and claim fee waiver for privately or home-educated pupils, even if the means testing would otherwise rule them out. For example, where a pupil has additional support needs or other unavoidable circumstances that make it impossible for the pupil to be educated in the state school system.
- g. Only state school pupils undertaking college activities that form part of their school-based curriculum are eligible for an automatic non-means-tested fee waiver. Other students under the age of 16 are eligible under the fee waiver policy like any other student. This means that for part-time activity, these students, as with other students, should be means-tested.

Part-time students

6. The following information shall form the Part-time student Fee Waiver Policy for AY 24-25. The document shall be outlined separately for students.

Part-time students referred to in paragraph 5iv above, should satisfy the criteria below. The benefits and tax credits referred to relate to the UK benefit and tax credit system only:

- i. The student or the student's family are in receipt of:
 - Income Support.
 - Working Tax Credit.
 - Pensions Credit.
 - Income-based Job Seekers Allowance.
 - Income-related Employment and Support Allowance.
 - Housing Benefit.
 - Universal Credit.

ii. Or the student is in receipt of:

- Carer's Allowance - This includes carers who have an 'underlying entitlement' to the Carer's Allowance but gave up the allowance to, for example, claim their pension.
 - Carer's Allowance Supplement.
 - Young Carer's Grant.
 - Carer's Support Payment.
 - Disability Living Allowance.
 - Attendance Allowance.
 - Incapacity Benefit.
 - Personal Independence Payment.
 - Adult Disability Payment.
- Contributory Employment and Support Allowance (this also includes people whose contributory ESA has ended due to the time-limited nature of this benefit, but who remain entitled to NI credits for incapacity).

iii. The taxable income of the student's family in the previous financial tax year is equivalent to or lower than the threshold below:

- Households with only one person: £8,282.
- Households consisting of a couple without children: £12,395.
- Households with dependent children: £18,977.
- Where there has been a material reduction in income from the previous financial tax year, the taxable income of the student's family in the current financial tax year can be assessed.

iv. Or the student is a person (or the spouse or child of a person) who is an asylum seeker living in Scotland as defined in section 18 of the [Nationality, Immigration and Asylum Act 2002](#).

v. Or the student is Care-Experienced. This is defined as looked after and in the care of the Local Authority and can include situations where the student is living in a foster home, children's home, residential home, in kinship care or in the care of the Local Authority in their own home or in informal kinship care with Local Authority involvement.

Students on short full-time courses

7. In June 2020, Scottish Ministers commissioned SFC to undertake a wide-ranging review of our policies and funding for colleges and universities, with a view to securing coherent provision and the financial sustainability of the sector. The Review report was published in June 2021 and recognises a greater requirement for shorter sharper courses; to keep pace with technological change, support career transitions, and in response to redundancy or sector-specific developments.
8. Under SFC's current student support guidance, South Lanarkshire College can provide bursary and other student support for short full-time courses. Additional flexibilities have also been introduced to SFC's [Credit Guidance for Colleges 2024-25](#) on claiming credits for short re-skilling and upskilling programmes.
9. In AY 2021-22, SFC increased access to fee waivers for students on short full-time courses, where students had been assessed as eligible for student support. In AY 2022-23 SFC expanded the scope of this policy to allow students on all short full-time courses to access fee waivers, where they meet the other eligibility criteria described in this policy and the [Credit Guidance for Colleges 2024-25](#). In the FES return, colleges should record students on short full-time courses using the code 56. Further details are set out in the [FES Guidance](#).

Residency

10. South Lanarkshire College will be able to apply a fee waiver in respect of the activity of a student, only if they meet the criteria set out in this document and they are eligible for support on the basis of residence:
 - i That person falls with the definition of eligibility in Schedule 1 of The Education (Access Funds) (Scotland) Determination 2022. The current [FE Residency Guide](#) is on the SFC website. However, it should be noted that this guidance is likely to be updated before the start of AY 2024-25, as summarised in paragraph 12 below. **OR**
 - ii The student is ordinarily resident in Orkney or Shetland on the date of commencement of the course of study and has been ordinarily resident in the British Islands throughout the previous three years and is settled in the UK within the meaning of the Immigration Act 1971 on the relevant date. **OR**
 - iii. The student is a young asylum seeker, or the child of an asylum seeker, who is studying a full-time or part-time Further Education course, and is living in Scotland on the relevant date. To be classed as a young asylum seeker, or the child of an asylum seeker, an application for asylum should be submitted to the Home Office before they are 18 years old. **OR**

- iv. The student is a person (or the spouse) who is an asylum seeker living in Scotland on either a part-time or full-time English for Speakers of Other Languages (ESOL) course; studying a part-time non-advanced; or studying a part-time advanced course. **OR**
 - v. The student is a non-asylum seeker living in Scotland on a part-time ESOL course and the student's main purposes for being in the European Union (EU) is not to receive education.
11. In 2021 the Scottish Government updated its residency guidance for colleges to reflect the UK's exit from the European Union (EU). In April 2022 further updates were added to the guidance on support for Ukrainian students. The Scottish Government wrote to college Principals in December 2022 to outline planned changes to legislation that will take effect from AY 2023-24. The Scottish Government will publish a fully updated FE Residency Guidance for AY 2024-25 in late Summer 2024.
12. This will apply to students starting a new course and students continuing on a course. These criteria ensure that we meet our obligations under [The United Nations Conventions on the Right of the Child](#).

Other Conditions

13. The burden of proof is on the student to satisfy South Lanarkshire College with evidence of the eligibility of their status. If the circumstances of the student change during the course so that the student becomes eligible for a part-time fee waiver when they were not previously, the college can (at their discretion) claim back the full fee from SFC and reimburse the student. The change must occur and be reported to South Lanarkshire College by the student before the 'required date', which for AY 2024-25 is:
- For courses of 20 weeks or less: the date where 25% of the length of course has elapsed.
 - For courses of more than 20 weeks: 5 weeks after the course start date.
14. Please refer to SFC's [Credit Guidance for Colleges 2024-25](#) for more information.
15. Changes to student circumstances occurring after this date cannot be claimed back from SFC. However, South Lanarkshire College is free to use their own discretion with college funds. **This must be agreed by The Vice Principal - Finance Resources and Sustainability.**
16. There is no upper or lower age limit on a student's eligibility for a fee waiver.
17. The college will be able to apply a fee waiver in respect of students who satisfy the eligibility rules for the course (as defined in the Credit Guidance), where the college is claiming credits for their activity in the current AY.

18. With the exception of any fee waivers for state school pupils who are undertaking college activities that form part of their school-based curriculum, additional part-time activity over and above full-time study will not be eligible for a fee waiver, although it may be eligible for credits (to determine if additional part-time activity is eligible, please refer to the Credit Guidance).
19. Students taking two or more part-time courses will be eligible for a maximum of one full-time fee waiver. The maximum amounts claimable for each student will be:
 - The FE fee (£1,008 in AY 2024-25) for students taking FE courses.
 - The FE fee (£1,008 in AY 2024-25) for students taking a mix of FE and part-time HE courses.
 - The HE fee (£1,285 in AY 2024-25) for students taking part-time HE courses - **fee waivers should not be claimed for full-time HE courses, as these are funded through [Student Awards Agency Scotland \(SAAS\)](#).**

Full-time Advanced (HE) Fees

20. Fees for full-time advanced courses are assessed and paid, if eligible, by SAAS. **Fees for full-time advanced courses are therefore not included in this fee waiver policy.**

Programmes which span Academic Years

21. Colleges should record students eligible for fee waivers on programmes which span AYs, in the AY in which the course ends. This is consistent with how activity is claimed under the SFC's Credit Guidance.

Veterans Scheme

22. The Ministry of Defence (MOD) programme to assist service veterans gain access to education is continuing. The MOD will meet the tuition fees for study up to [Scottish Credit Qualifications Framework \(SCQF\)](#) level 6 for some service veterans who do not meet our fee waiver criteria.
23. The number of students falling into this category is expected to be very small. Colleges should note that a fee waiver cannot be applied for any students being supported through this scheme. More information is available on the [Enhanced Learning Credits Administration Service website](#).

Forces Personnel

24. Military personnel and their families should be assessed on a relevant connection to Scotland. If they meet the criteria to be assessed as having a relevant connection to Scotland, military personnel, and their families, will be eligible to receive a Fee Waiver. This is detailed in the Scottish Government's [Further Education Residency Guidance](#).



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BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	Committee Terms of Reference and Committee Membership
REFERENCE	15
AUTHOR AND CONTACT DETAILS	Peter Scott, Governance Professional Peter.Scott@slc.ac.uk
PURPOSE:	To request the Board to approve the full suite of Committee Terms of Reference.
KEY RECOMMENDATIONS/ DECISIONS:	The Board is recommended to: <ul style="list-style-type: none"> • Approve the draft Chair's Committee Remit • Approve the draft Remuneration Committee Remit • Approve the draft Audit & Risk Committee Remit • Approve the draft Finance & Resources Committee Remit • Approve the draft Learning Teaching & Student Experience Committee Remit • Approve the draft Human Resources Committee Remit • Approve the proposed committee membership
RISK	<ul style="list-style-type: none"> • That the College does not have up to date committee remits in place ensuring compliance with the Code of Good Governance for Scotland's Colleges.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The full suite of Committee Remits detailing individually the Terms of Reference for each Committee is presented for approval and includes areas such as composition and membership, the primary purpose of the committee and the minimum amount of times the committee should meet. • The Board is also asked to consider the rationale behind the review at this time. • The Board is further asked to approve the proposed committee membership.

Report on Review of Committee Terms of Reference

1. Rationale for Review

- 1.1 The Board is required to review the Remits of its Committees at regular intervals to ensure that they remain fit for purpose
- 1.2 Although not timetabled for review at this time, the pace of change in the sector requires that some changes be made at this time
- 1.3 In accordance with best practice it is preferable that the entire suite be reviewed in its entirety rather than piecemeal

2. Chair's Committee

- 2.1 The role of the Chairs Committee is intended to provide the Chair with a forum for discussion and a source of advice from senior Board Members to support the Chairing Member in his/her role.
- 2.2 The norm would be for the membership of this Committee to comprise the four main Committee Chairs – Audit & Risk, Finance & Resources, Learning Teaching & the Student Environment and Human Resources but the sector as a whole is facing unprecedented financial and other challenges requiring agile responses and the proposal therefore is that the Principal should be added to this Committee to provide high level operational insight. This is fully consistent with the Code of Good Governance which requires the Chairing Member to work closely with the Principal and in the best interests of the College but more significantly it provides a forum setting and agreeing performance measures for the Principal in terms of D.10 of the Code.
- 2.3 There is one substantive change in the Remit in that it is now proposed that this Committee should have an Executive Role as an Appellate Chamber where the need for such arises.
- 2.4 The need for such arises specifically where statute requires that a decision must be made by the full Board as, for example, is the case for alleged misconduct on the part of the Principal and/or the Governance Professional and where there is currently no available appeal route.
- 2.5 The Committee however would not have the power to overturn a Board decision but rather would have the power to require the Board to reconsider its decision in the light of the appellate findings – a model which is adopted in certain cases of Judicial Review
- 2.6 A further example of the appellate function would be a referral of any question of any potential or real conflict of interest in the case of the Governance Professional -as is now required by Clause D.17 of the Code of Good Governance and where currently no mechanism exists.
- 2.7 In broad terms, this is consistent with the guiding principles of administrative justice.

3. Remuneration Committee

- 3.1 There is no major substantive change from the current remit.
- 3.2 The remit does however make clear that it extends to considering the terms and conditions of employment of senior staff – including, without prejudice to the generality, Vice-Principals, the Governance Professional and any other senior staff who may fall outwith the normal negotiating frameworks.

4. Audit & Risk Committee

- 4.1 There is no substantive change from the current remit.
- 4.2 The remit does however specifically allow for one Executive Member, other than the Principal, in recognition of the added value staff bring to the work of this College's committees – the norm in the sector is for the entire membership to be drawn from Non - Executive members.

5. Finance & Resources Committee

- 5.1 There is no substantive change in the remit which had already implemented the voting majorities required by the new Code of Governance.
- 5.2 The new remit however details the benchmark for Conflict of Interest so as to give clarity to the right to be heard.

6. Learning Teaching & the Student Experience

- 6.1 There is no substantive change in the remit which had already implemented the voting majorities required by the new Code of Governance.
- 6.2 The new remit however details the benchmark for Conflict of Interest so as to give clarity to the right to be heard.

7. Human Resource Committee

- 7.1 There is no substantive change in the remit which had already implemented the voting majorities required by the new Code of Governance.
- 7.2 The new remit however details the benchmark for Conflict of Interest so as to give clarity to the right to be heard.

8. Committee Membership

- 8.1 The Attached Table shows the proposed new committee membership.
- 8.2 The Board should note however that the current rules on required voting majorities and Code recommendations on membership may mean that the Governance Professional in consultation with the Chair and the Principal may, from time to time, have to seek ratification of any adjustment of membership to achieve compliance with the spirit of the Code or to make best use of the skill set which resides within the Board so as to respond to challenge.

9 EQUALITIES

- 9.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

10 RISK

- 10.1 That the College does not have up to date committee remits in place ensuring compliance with the Code of Good Governance for Scotland's Colleges.

11 RECOMMENDATIONS

11.1 The Board is recommended to:

11.1.1 Approve the draft Chair's Committee Remit

11.1.2 Approve the draft Remuneration Committee Remit

11.1.3 Approve the draft Audit & Risk Committee Remit

11.1.4 Approve the draft Finance & Resources Committee Remit

11.1.5 Approve the draft Learning Teaching & Student Experience Committee Remit

11.1.6 Approve the draft Human Resources Committee Remit

11.1.7 Approve the proposed committee membership

BOARD OF MANAGEMENT

CHAIR'S ADVISORY & SUPPORT COMMITTEE

Constitution and Membership

The Board of Management will establish a Committee of the Board to be known as the Chair's Advisory & Support Committee.

The Committee will normally be chaired by the Chairing Member of the Board of Management whom failing the Vice Chair or such other member as may be appointed by those present as Acting Chair. The Principal however may not act as Chair.

The Committee will consist of the Chairing Member, the Vice Chair, the Principal and the Chairs of the four Principal Committees – namely Learning Teaching & Student Experience, Finance & Resources, Audit & Risk and Human Resources.

As this is an established Committee, the Governance Professional or an appropriate substitute must be in attendance at all meetings.

The Senior Independent Member will have the right to attend all meetings as an observer with an unequivocal right to be heard but not to vote.

All members of the Chair's Advisory & support Committee are required to comply with the Code of Good Governance and the Code of Conduct for Board Members.

The Committee meetings shall be minuted and the draft minute will be agreed by Chair prior to circulation. They will not normally be publishable as all publishable actions, decisions and recommendations will later be published as part of the Board of Management Minutes

Terms of Reference

These Terms of Reference ensure that the Chair's Advisory and Support Committee has specified authority and resources to form an opinion, to make recommendations and to report to the Board. The Committee shall also have the power to make such decisions and take such actions as may have been delegated specifically by the Board of Management – always provided that these are fully compatible with the Scheme of Delegation.

Proceedings

There will normally be four meetings in each academic year – timed so as to follow the annual Training / Strategy days plus one other timed so as to consider submission of the Annual Accounts and a fourth timed shortly after the June Board Meeting. Other Meetings can be convened at the discretion of the Chairing Member or by the Vice Chair with the support of two other Committee Members. At the Chairing Member's discretion meetings may be postponed or cancelled – without prejudice however to the right of the Vice Chair to convene a meeting as immediately above provided.

Minutes, agendas and papers will normally be circulated to members of the Committee at least five working days in advance of the meeting.

Three members of the Committee shall be a quorum.

Duties

The duties of the Committee shall be:

- To provide an advisory forum to support and assist the Chairing Member in all matters affecting the discharge of the role of the Chairing Member
- To consider in accordance with Standing Orders any matter referred by the Board to the Committee for consideration or otherwise delegated in accordance with the Scheme of Delegation
- To make such recommendations to the Board as seem to the Committee to be appropriate to the proper performance of the duties of the Board
- To operate as an Appeal Chamber where any decisions of the Board are challenged by staff or student bodies or where best practice requires an appeal route: declaring however that the Committee sitting as an Appeal Chamber will have no right to overturn any decision of the Board but will have the power to make recommendations or require the Board to reconsider its decisions
- To deal with any matter involving a potential or real conflict of interest on the part of the Governance Professional as required by D.17 of the Code of Good Governance.
- To provide forum for setting and agreeing personal performance measures for the Principal – providing however that the Principal may not vote on any matter affecting his/her personal performance and may, at the discretion of the Committee Chair, be required to leave the meeting if personal performance measures or outcomes are being discussed .

Reporting Procedures

The Committee should direct the minutes and appropriate papers of its meetings to the Board of Management. For the avoidance of doubt the Minutes will record only decisions and actions but not the detail of discussions or advice to the Chairing Member.



SOUTH LANARKSHIRE COLLEGE (BOARD OF MANAGEMENT)

REMUNERATION COMMITTEE

Constitution and Membership

The Board of Management will establish a Committee of the Board to be known as the Remuneration Committee.

The Committee will normally be chaired by the Vice Chair of the Board of Management. The Chair of the Board of Management cannot be the Chair of the Remuneration Committee. The Committee will consist of all the Chairs of the Board's Committees and will include the Chair as an ordinary member.

The Governance Professional, or an appropriate substitute, is required to be in attendance at all meetings.

The Principal, whilst not a member of the Remuneration Committee, shall normally be in attendance at all meetings except when his/her salary, terms and conditions or severance payments are being considered and the Principal shall be consulted on remuneration relating to senior colleagues as defined and agreed by the Remuneration Committee.

All members of the Remuneration Committee are expected to comply with the Code of Good Governance and the Code of Conduct.

The Committee meetings shall be minuted and the draft minute will be agreed by Chair prior to circulation.

Purpose

The purpose of the Committee is to assure the Board of Management that the College has appropriate strategies, plans, budgets and controls in place so as to remunerate appropriately the Principal in particular and senior staff in general.

It is a requirement that all Board Committees consider, in respect of any matter before them, the implications of any strategic risk or equalities considerations which might arise and in the case of the Remuneration Committee, the Minutes should either report that no such issues arise or should direct the Governance Professional to refer the matter for consideration by the Audit & Risk Committee or the Human Resource Committee as appropriate.

Terms of Reference

These Terms of Reference ensure that the Remuneration Committee has specified authority and resources to form an opinion and to make recommendations and report to the Board on any matter forming part of the Committee Purpose.

Proceedings

The Committees shall meet as required to fulfil its remit and will normally meet at least twice per year with additional meetings as required.

Minutes, agendas and papers will normally be circulated to members of the Committee at least five working days in advance of the meeting.

Three members of the Committee shall be a quorum and, in the event that the Vice Chair is not available, an alternative Chair shall be appointed by the majority present. The Chair of the Board of Management may not however Chair the Remuneration Committee at any time.

Duties

The duties of the Committee shall include the following responsibilities:

- To approve in line with the Board of Management policies and procedures the total remuneration package for the Principal & Vice Principals and also any other staff outwith the National Recognition and Procedure Agreements – including but, without prejudice to the generality, the Governance Professional – as also for any other staff grouping as may be referred to them for approval.
- To advise the Board of Management and to oversee the preparation of policies and procedures in respect of salaries, enrolments and conditions of service including severance arrangements and to keep these under review for the aforementioned staff.
- To prepare an annual Appraisal of the Principal
- To prepare, or at the discretion of the Committee to delegate as appropriate, an annual appraisal of the Vice Principals.
- To seek from the Principal appraisal of any other senior staff deemed appropriate by the Remuneration Committee.
- Ensure that any severance packages must follow appropriate guidance issued by, inter alia, Scottish Funding Council and the Scottish Government.
- Refer any new severance schemes to the Scottish Funding Council requesting a written response as to the acceptability of the package.
- The Committee shall also demonstrate efficient and effective use of public funds in the Committee's decisions so that they reflect the performance of the organisation and the requirement for its ongoing financial sustainability.
- Determine the policy on Board members' expenses.
- To oversee the process of recruiting new Board of Management members and the appointment of a new Principal.
- The Committee will meet at least once every two years to undertake a review of its own performance and effectiveness as part of the overall review of the Board of Management.

- In order to fulfil its remit, the Committee may obtain professional advice as necessary.
- To undertake such other responsibilities as the Board of Management may determine.
- To be pro-active in considering and bringing to the attention of the Board of Management any matter which has the potential to present a risk which might need to be entered in the appropriate Risk Register
- At all times, in making decisions or recommendations, the Committee must be satisfied that the College is fully Equalities compliant – declaring for the avoidance of doubt that the term Equalities covers both the protected characteristics as defined in the Equalities Act 2010, as it may be amended from time to time, and also Equality of Opportunity for all irrespective of any adverse socio-economic factors.

Reporting Procedures

- The Committee should direct the minutes and appropriate papers of its meetings to the Board of Management.
- After approval, the Committee's Minutes and appropriate papers should be directed to the Regional Strategic Board and be published on the South Lanarkshire College Website.

BOARD OF MANAGEMENT

LEARNING, TEACHING AND STUDENT EXPERIENCE COMMITTEE REMIT

Composition and Membership

The Board of Management will establish a Committee to the Board to be known as the Curriculum, Quality and Development Committee.

The Committee and its Chair will be appointed by the Board. The Committee will meet four times per year. There shall be no less than five members (this will include the Principal). A quorum shall be a minimum of three members of the Committee.

Committee membership should, preferably, comprise at least 50% of the membership as being non-executive members but all decisions must be taken with a non-executive majority of those present and voting. The Chairing Member of the Board is, ex officio, a member of the Committee and as such is considered to be a non-executive member as defined in Annex 1 of the Code of Governance.

As there will normally be at least two Executive Board Members serving on this Committee it is expressly provided that Student Members, Staff Members and Trade Union Members need not expressly declare an interest by virtue of that status and that a Declaration of Conflict of Interest need not require a conflicted member to withdraw if, at the discretion of the Committee Chair with the advice of the Governance Professional, the input of that member can usefully contribute to the proceedings. For the avoidance of doubt the test for a Conflict of Interest which would preclude participation in decision making and/or require withdrawal is as follows:

The objective test for determining a significant conflict of interest is whether or not a member of the public with knowledge of the relevant facts would reasonably regard the interests so significant that it is likely to prejudice decision making

All Board Members shall be routinely invited to attend all committee meetings as also may be, where appropriate, a representative of the equivalent Committee of a neighbouring college or colleges.

Purpose

The Curriculum Quality and Development Committee monitors the quality assurance and improvement of learning and teaching across the College. It also considers the College's marketing and commercial strategy and oversees its continuing progression.

It shall also be a requirement that this Committee consider at each meeting any strategic risk associated with the over-arching committee purpose and to ensure that all risks identified are duly entered on the Risk Register.

Alignment with Strategic Priorities

The Curriculum, Quality and Development Committee is aligned to the college's strategic priorities of:

- Successful Students
- Highest- Quality Education and Support

- Equalities – including both the protected characteristics as defined in the Equalities Act 2010, as it may be amended from time to time, and Equality of Opportunity for all irrespective of any adverse socio-economic factors

The role of this committee is to provide oversight and challenge regarding the progress the college is making against these priorities and in particular Equalities shall be a standing item on all Committee Agendas.

TERMS OF REFERENCE

These Terms of Reference ensure that the Curriculum, Quality and Development Committee has specified authority and resources to form an opinion and to make recommendations and report to the Board.

PROCEEDINGS

The Committee should meet four times per year. The Vice Principal responsible for Learning & Teaching and the Student Experience shall attend all meetings – as also may the senior staff responsible for Curriculum, Developing the Young Workforce, Marketing and Quality as specialist advisors.

DUTIES

The duties of the Committee shall include:

- Monitoring and advising on governance as it affects the terms of reference of the Committee.
- Being advised of, challenging and reviewing all quality and learning and teaching matters within the College.
- Being advised of, challenging and reviewing the self-evaluation process of the College and subsequent report.
- Being advised of, challenging and reviewing the College's curriculum portfolio to help ensure it is aligned with local, regional and national priorities.
- Being advised of, challenging and reviewing the College's performance indicators and considering recommendations for improvement.
- Advising on the development of, and reviewing and approving, the College's marketing plan.
- Receiving strategic updates on matters concerned with College marketing, including an update on key marketing activities.
- Being advised of Developing the Young Workforce (DYW) activity within the College and reviewing progress.
- Ensuring that wherever practicable and appropriate the Committee works in partnership with neighbouring Colleges, employers and Local Community Bodies to achieve the best learning outcomes for students and the most cost effective use of resources.

REPORTING PROCEDURES

The Committee should direct the minutes and appropriate papers of its meetings to the Board of Management.

After approval, the Committee's Minutes and appropriate papers should be directed, if required, to the Funding Body and be published on the South Lanarkshire College website.

Effectiveness of the Committee

The Committee shall refer to the Code for Good Governance for Scotland's Colleges and:

- Perform an annual self-evaluation exercise
- Prepare an annual report for the Board of Management on the performance and duties undertaken by the Committee.

BOARD OF MANAGEMENT

AUDIT AND RISK COMMITTEE REMIT

Composition and Membership

The Board of Management will establish a Committee to the Board to be known as the Audit and Risk Committee.

The Committee and its Chair will be appointed by the Board and will consist of members with no executive responsibility for the management of the College. There shall be not less than three members. A quorum shall be three members. 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. The Committee may, if it considers it necessary or desirable, co-opt members with particular expertise to assist its work but co-opted members shall not count towards the quorum, nor shall they have voting rights. The Principal and the Charring Member of the Board of Management cannot be members of the Audit and Risk Committee. No member of the Committee can also be a member of the Finance and Resources Committee.

In terms of the Audit & Assurance Handbook, Elected Staff and Student Board Members, being classified as executive members, should not normally be appointed to membership of this Committee but if any such are appointed then non-executive members must constitute a majority both of the committee itself and of those present and voting.

The Principal and the Vice Principal of Finance, Resources and Sustainability should normally attend each meeting at the request of the Chair.

Attendance of other Board Members shall be entirely at the discretion of the Committee Chair

The Committee will hold annually a private meeting (without College Executives present) with internal and external auditors to discuss audit issues. Audit and Risk Committee Members or the internal or external auditors may request an additional private meeting at any time should there be issues that require to be discussed.

Purpose

The purpose of the Audit and Risk Committee is to assure the Board of Management that the College has in place a system of governance, internal control and risk management which is being maintained and developed to meet legislation and regulations applying to the sector. The Committee must support the Board and the Principal by reviewing the comprehensiveness, reliability and integrity of assurances: the College's governance, risk management and internal control framework. Further detail is provided in Annex A.

Alignment with Strategic Priorities

The Audit and Risk Committee is aligned to the College's latest strategic priorities of:

- Student Experience
- Culture and People Development
- Growth and Innovation
- Sustainability

With a particular focus on the following values:

- Passionate about our roles and responsibilities
- Continually improving Delivering community and social value reducing our environmental impact?

Terms of Reference

The role of this Committee is to provide oversight and challenge regarding the progress the college is making against the duties outlined below but in addition the Committee shall consider any issues relating to strategic risk as may have been referred to it by any other Committee or by Management

Equalities

In addition to the overarching role in respect of Audit & Risk, the Committee is required to consider the implications of all decisions and recommendations being considered from the perspective of Equalities – and this will be a standing item on all committee agendas.

In addition to the protected characteristics as defined by the Equalities Act 2010, the Committee shall consider equality of opportunity for all irrespective of socio-economic background.

In the event that the Committee identifies any concerns with Equalities, the same shall be referred as appropriate to the Curriculum Quality & Development Committee and/or the Human Resource Committee

Collaboration and Partnership

The Committee is required, wherever possible and appropriate, to work in partnership with neighbouring Colleges, Local Authorities and Local Community Bodies to achieve the best learning outcomes for students and the most cost- effective use of resources.

Proceedings

The Committee should normally meet four times a year. The internal auditor should normally attend all Audit Committee meetings, together with other staff invited to attend. The external auditor should normally attend any meetings where external audit issues are being considered or otherwise at the request of the Chair.

Authority

The Committee is authorised by the Board to investigate any activity within the terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee.

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.

Duties of the Audit Committee (see Annex B)

The duties of the Committee are as follows:

Effectiveness and Financial Control

- Reviewing the processes for ensuring the effectiveness of the financial and other internal control systems;
- Ensuring that all significant losses and cases of impropriety have been properly investigated and that the internal and external auditors, the Board of Management, [the Regional Strategic Board] and SFC have been fully informed of the matter where appropriate;
- Approving and monitoring of the College's policy on fraud, irregularity and whistleblowing, and how they are applied;
- Reviewing and advising the Board of Management on its compliance with corporate governance requirements and good practice guidance;
- Monitoring, annually or more frequently, if necessary, the implementation of approved recommendations relating to both internal and external audit services and promote coordination of the two services;
- As regards securing Value for Money, ensuring that the College has systems and procedures to promote economy, efficiency and effectiveness. This may require identifying specific value for money studies.

Risk Management

- Advising the Board of Management on the concepts and requirements of risk management;
- Acting as a catalyst for risk management activity across the institution;
- Ensuring appropriate audit work on risk management;
- Bringing higher level risks, as identified in the Risk Register and discussed at Audit and Risk Committee meetings, to the attention of the Board of Management.
- For the avoidance of doubt, Risk will be a standing item on all Board and Committee agendas.

Internal Audit

- Advising the Board on the criteria for the selection, appointment and remuneration of the internal auditor;
- Considering and advising the Board of Management on the audit needs assessment and the strategic and annual audit plans;
- Considering and advising the Board of Management on internal audit reports;
- Receiving an annual report from the internal auditor, which should include an opinion on the degree of assurance that can be placed on the systems of internal control.

External Audit

- Whilst it is now the responsibility of Audit Scotland to appoint the College's external auditors, the Audit Committee should review the remuneration of the external auditor and the scope of their work, including any non-audit services provided;
- Reviewing the external auditor's Management Letter and management response and having direct access to the external auditor; reporting to the Board where contents of Management Letter contains references to lack of effectiveness of financial controls;
- Considering and advising the Board of Management on external audit reports and management letters taking into account: comments on accounting policies; compliance with accounting standards and the most recent SFC Accounts Direction; estimates and judgements used in the preparation of the financial statements; completeness of disclosure and context; and the statements on corporate governance, risk management and internal control;
- Considering the College's financial statements in conjunction with the Finance Committee and recommending, in tandem with the Finance and Resources Committee, that the Board of Management approve the Annual Report and Financial Statements each year;
- Facilitating one meeting per annum without the attendance of College officers, between Committee members and the external and internal audit providers to discuss the work undertaken during the year and any issues that may have arisen.

Other Duties

- Reviewing relevant reports from the Scottish Funding Council, Audit Scotland, the Scottish Government and other organisations;
- Monitoring the performance and effectiveness of external and internal audit, and reporting on this to the Board of Management;
- Meeting with audit providers at the joint meeting with the Finance Committee, and as required, outwith the presence of College staff, to discuss, in particular, the remit of the Committee or issues arising from the audit of the financial statements.
- Monitoring the performance and effectiveness of the College's procurement arrangements, as measured via audits and reviews undertaken by APUC;
- Monitoring the College's compliance with the Code of Good Governance for Scotland's Colleges
- Considering the College's risk appetite annually or as deemed appropriate, during the year and make a recommendation to the Board of Management for its approval;

Reporting Procedures

The Committee should direct the minutes and appropriate papers of its meetings to the Board of Management for approval – and after approval to the Funding Body for information. After approval, the Committee's minutes, and any appropriate papers, must then also be published on the College's website subject only to the statutory exemptions contained within the Freedom of Information Act 2000.

The Committee will produce an annual report which it will submit to the Board, accompanied by the internal auditor's annual report. A copy of this annual report must be submitted to the Funding Council within one month of being presented to the Board of Management.

Effectiveness of the Committee

The Committee shall refer to the Code for Good Governance for Scotland's Colleges and:

- Undertake an annual self-evaluation exercise of the performance of the Audit and Risk Committee which will be forwarded to the Board of Management for their information
- Prepare an annual report for the Board of Management on the performance and duties undertaken by the Committee.

ANNEX A

Terms of Reference

Terms of reference take due cognisance of the current version of the following:

- “Statement of Responsibilities of Auditors and of Audited Bodies” (Audit Scotland);
- “Audit Committee Handbook” (Scottish Government);
- “Statement of Recommended Practice – Accounting for Further and Higher Education” (HE / FE SORP Board);
- “Code of Audit Practice” (Audit Scotland);
- “Financial Memorandum”
- “UK Corporate Governance Code” (Financial Reporting Council);
- “Scottish Public Finance Manual” (Scottish Government);
- “Government Financial Reporting Manual” (FreM) (UK Government)
- Financial Reporting Standards (FRS 102)
- Code of Good Governance for Scotland’s Colleges

The main consideration is to ensure that the Audit Committee is independent and has sufficient authority and resources to form an opinion and to report on adequacy and effectiveness of the internal control system, including risk management and governance.

Responsibility for internal control remains fully with management, who should recognise that internal audit can only provide ‘reasonable assurance’ and cannot provide any guarantee against material errors, loss or fraud. Internal audit also plays a valuable role in helping management to improve systems of internal control and so to reduce the potential effects of any significant risks faced by the College. Risk management provides the opportunity for internal audit work to be efficient and focused. It does not necessarily imply that internal audit activity has to be increased.

Internal audit can also provide independent and objective consultancy advice specifically to help management improve the internal control system, including risk management and governance. In such circumstances, internal auditors apply their professional skills in a systematic and disciplined way to contribute to the achievement of corporate objectives. Such advisory work contributes to the opinion that internal audit provides on internal control, including risk management and governance.

ANNEX B

Audit Appointment – Internal Audit

- The overview of the tender process for the appointment of internal audit providers, deciding the length of the agreement and any other pertinent factors to be considered
- The consideration of the appointment of the internal audit providers following the tender process and the subsequent recommendation to the Board.
- Review of the draft plan for work presented by the internal audit providers for the term of their appointment

Governance

- Review of the remit of the Audit and Risk Committee (annually – May / June)

Also Annually

(a) Duties related to the review of the annual audited financial statements (at the October / November meeting)

- Review of the Annual Report of the to the Board of Management and the Auditor General for Scotland (the “Annual Report”). This is to be done in conjunction with the review of the audited Financial Statements. The Committee has to agree that the draft Financial Statements can be considered by the Finance Committee. The Committee must also agree to forward the Annual Report to the Board of Management for their approval.
- Review of the external audit report of consolidated accounts
- Discussion of matters of concern with the College’s external and internal audit providers that may have arisen during the year. This should be done in the absence of College staff and executive officers.

(b) Other annual duties

- Preparation of the Annual Report of the Audit and Risk Committee to the Board of Management (October / November meeting)
- The determination of the external audit fee, the range of which is advised by Audit Scotland, and the external audit plan (May / June meeting)
- Review of the draft plan for work presented by the internal audit providers for the following year, with reference to the initial appointment documentation (August / September meeting)
- Review of the audit programme of the College’s Quality Audit Group (October/ November meeting)
- Completion of the self-assessment checklist from the Audit and Assurance Committee Handbook (February / March meeting)
- Consideration of Risk Appetite (May / June meeting)

Quarterly meetings

Consideration of :

- internal audit reports, including an update on progress of the annual cycle of internal audits
- College Risk Register
- Regional Risk Register
- the Technical Bulletins issued by Audit Scotland
- audits undertaken by external organisations such as Skills Development Scotland and the local authorities
- audits undertaken by the College’s own Quality Audit Group

THE BOARD OF MANAGEMENT FINANCE AND RESOURCES COMMITTEE REMIT

Constitution and Membership

The Board of Management will establish a Committee of the Board to be known as the Finance and Resources Committee.

The Committee and its Chair will be appointed by the Board. There shall be not less than four members, one of whom shall be the Principal. A quorum shall be a minimum of three members of the Committee.

Committee membership should, preferably, comprise at least 50% of the membership as being non-executive members but all decisions must be taken with a non-executive majority of those present and voting. The Chairing Member of the Board is ex officio a member of the Committee and as such is considered to be a non-executive member as defined in Annex 1 of the Code of Governance.

As there will normally be at least one Executive Board Members serving on this Committee it is expressly provided that Student Members, Staff Members and Trade Union Members need not expressly declare an interest by virtue of that status and that a Declaration of Conflict of Interest need not require a conflicted member to withdraw if, at the discretion of the Committee Chair with the advice of the Governance Professional, the input of that member can usefully contribute to the proceedings. For the avoidance of doubt the test for a Conflict of Interest which would preclude participation in decision making and/or require withdrawal is as follows:

The objective test for determining a significant conflict of interest is whether or not a member of the public with knowledge of the relevant facts would reasonably regard the interest so significant that it is likely to prejudice decision making.

Terms of Reference

These Terms of Reference ensure that the Finance and Resources Committee has specified authority and resources to form an opinion and to make recommendations and report to the Board.

Proceedings

The Committee should meet four times per year. The Vice Principal responsible for Finance will attend as a specialist advisor along with such senior staff as may be appropriate from time to time to offer specialist advice. One of these meetings will be to recommend approval of the College Financial Statements to the Board of Management and the Chair of the Audit Committee should be in attendance at this meeting.

Duties

The duties of the Committee shall include:

- Monitoring and advising on the financial and institutional sustainability of the College.

- Maintain a strategic overview of all matters concerned with Finance and the maintenance and development of the College estates and to advise the Board of Management accordingly.
- Review the College's finance and procurement strategies, with a view to recommending their acceptance to the Board of Management.
- Advise the Board on the overall strategy and planning for the College's property and estates, with a view to recommending any strategy documents to the Board of Management for their approval.
- Consider the appropriateness of and approve the College's Accounting Policies for use within the Annual Report and Financial Statements.
- Consider the College's Annual Report and Financial Statements and, in conjunction with the opinion of the Audit Committee on the report of the external auditor, recommend these for approval to the Board of Management, and, as required, to the Funding Body.
- Approving annual operating plans and budgets prior to their submission to the Board of Management, ensuring that they reflect the College's strategic plan – taking account of key risk areas as identified in the Risk Register.
- Consider and advise the Board of Management on relevant aspects of the Scottish Public Finance Manual.
- Monitoring management accounts as compared to plans and budgets.
- Review submissions / reports made by the Head of Finance on financial and estates-related matters prior to presentation to the Board.
- Monitor all financial and estates-related returns requested by outside bodies, in particular, the Scottish Funding Council.
- Advise the Principal regarding expenditure on services to the College.
- Ensuring that funds provided by the Scottish Funding Council and other funders are used in accordance with the terms and conditions specified in the appropriate offers of funding.
- Examine College policies on financial and estates-related issues, ensuring that they retain currency and relevance.
- Approve the College Financial Regulations and related documents.
- Monitor any Financial Memoranda with the Regional Strategic Body or their successor body as appropriate
- Advise the Board on the progress of capital and estates programmes and on the efficient and effective maximisation of the College properties.
- Examine any issues which may have financial / estates implications or which may be referred to it by the Board of Management.

- Review the College's Annual Climate Change Duties Report
- Review the College's Mid-Year Return (MYR) and Financial Forecast Return (FFR) for submission to the Scottish Funding Council, recommending their acceptance by the Board of Management.

Reporting Procedures

The Committee should direct the minutes and appropriate papers of its meetings to the Board of Management.

After approval, the Committee's Minutes and appropriate papers should be directed, if required, Funding Body and be published on the South Lanarkshire College website.

Effectiveness of the Committee

The Committee shall refer to the Code of Good Governance for Scotland's Colleges and:

- Perform an annual self-evaluation exercise
- Prepare an Annual Report for the Board of Management on the performance and duties undertaken by the Committee

BOARD OF MANAGEMENT

HUMAN RESOURCES COMMITTEE REMIT

Constitution and Membership

The Board of Management will establish a Committee to the Board to be known as the Human Resources Committee.

The Committee and its Chair will be appointed by the Board. There shall be no less than four members (this will include the Principal). A quorum shall be a minimum of three members of the Committee.

Committee membership should, preferably, comprise at least 50% of the membership as being non-executive members but all decisions must be taken with a non-executive majority of those present and voting. The Chairing Member of the Board is, ex officio, a member of the Committee and as such is considered to be a non-executive member as defined in Annex 1 of the Code of Governance.

As there will normally be at least one Executive Board Member serving on this Committee it is expressly provided that Student Members, Staff Members and Trade Union Members need not expressly declare an interest by virtue of that status and that a Declaration of Conflict of Interest need not require a conflicted member to withdraw if, at the discretion of the Committee Chair with the advice of the Governance Professional, the input of that member can usefully contribute to the proceedings. For the avoidance of doubt the test for a Conflict of Interest which would preclude participation in decision making and/or require withdrawal is as follows:

The objective test for determining a significant conflict of interest is whether or not a member of the public with knowledge of the relevant facts would reasonably regard the interests so significant that it is likely to prejudice decision making.

Terms of Reference

These Terms of Reference ensure that the Human Resources Committee has specified authority and resources to form an opinion and to make recommendations and report to the Board.

Proceedings

The Committee should meet four times per year. The Head of Human Resources will attend as specialist advisor as also such other staff as may be appropriate from time to time.

All Board Members shall have a right to attend all committee meetings if they so wish.

Duties

The duties of the Committee shall include:

- Monitoring and advising on governance as it affects the terms of reference of the Committee.
- Maintain an overview of all matters concerned with staffing, equality, diversity and inclusion including accountability of the Public Sector Equality Duty.
- Overview of College policies and procedures for staff-related matters.
- Advise and participate in the staff recruitment and interview process for posts as appropriate.
- Participate in staff grievance or disciplinary proceedings or other internal HR proceedings as and when appropriate.
- Advise and approve changes to management structures within all sectors of the College.
- Approve or reject proposals for staff upgrading as and when appropriate.
- Advise on Termination Procedures and the policy specifically related to resignations dismissals, early retirement and be aware of staff turnover.
- Advise on absence control and the appropriate policy in relation to authorised absence, unauthorised absence, short and long term sickness.

Support the College in developing an annual Staff Development Plan.

- Advise on workforce planning.
- Approve the College's Equality Outcomes and Plan.
- Receive reports from the Health and Safety and First Aid Committees.

Reporting Procedures

The Committee should direct the minutes and appropriate papers of its meetings to the Board of Management.

After approval, the Committee's Minutes and appropriate papers should be directed, if required, to the Funding Body to the Regional Strategic Board and be published on the South Lanarkshire College website.

Effectiveness of the Committee

The Committee shall abide by the provisions of the Code of Good Governance and, specifically shall comply with the nationally agreed college sector *Staff Governance Standard*.

The committee shall also:

- Perform an annual self-evaluation process
- Prepare an annual report for the Board of Management on the performance and duties undertaken by the Committee

BOARD OF MANAGEMENT AND COMMITTEE MEMBERS – AUGUST 2024

<p>Board of Management</p> <p>NB Chair may attend CQD, FRC, ARC and HR Committees but cannot be a member of the ARC</p>	<p>Remuneration Committee</p>	<p>Audit & Risk Committee <i>There shall be not less than 3 members. A quorum shall be 3 members. At least 1 should have a background in finance, accounting or auditing but membership should not be drawn exclusively from people with such a background</i></p>	<p>Learning, Teaching & Student Experience Committee <i>There shall be not less than 4 members (this will include the Principal) a quorum shall be a minimum of 3 members of the Committee</i></p>	<p>Finance & Resources Committee <i>There shall be not less than 4 members (this will include the Principal) a quorum shall be a minimum of 3 members of the Committee</i></p>	<p>Human Resources Committee <i>There shall be not less than 4 members (this will include the Principal) a quorum shall be a minimum of 3 members of the Committee</i></p>	<p>Chairs Committee</p>
<p>Douglas Morrison (Chair) Heather Anderson (Vice Chair) Stella McManus (Exc) Ronnie Smith Fiona Whittaker (SIM) (non-Exc) Prof Jo Gill (non-Exc) Paul Brodie (non-Exc) Tom Feely (non-Exc) Scott Coutts (non-Exc) Peter Sweeney (non-Exc) Anne Doherty (Exc) Tarryn Robertson (Exc) Catriona Blacker (Exc) Jack Whyte (Exc) Scott Gray (TU Rep) Graeme Forrester (TU Rep) Laura Wright (non-Exc) Andriy Strehkhaliiuk (non-Exc)</p>	<p>Heather Anderson (Chair) Scott Coutts Douglas Morrison Peter Sweeney Jo Gill Tom Feely</p>	<p>Tom Feely (Chair) Fiona Whittaker Anne Doherty Peter Sweeney Heather Anderson</p>	<p>Prof Jo Gill (Chair) Stella McManus Douglas Morrison Tarryn Robertson Catriona Blacker Scott Gray Scott Coutts Paul Brodie</p>	<p>Scott Coutts (Chair) Stella McManus Douglas Morrison Laura Wright Scott Gray</p>	<p>Peter Sweeney (Chair) Stella McManus Anne Doherty Douglas Morrison Fiona Whittaker Paul Brodie Jack Whyte Graeme Forrester Andriy Strehkhaliiuk</p>	<p>Douglas Morrison (Chair) Heather Anderson Scott Coutts Tom Feely Jo Gill Peter Sweeney Stella McManus</p>
<p>In Board and Committees ALL decisions must have a majority of Non-Executive members (ie. NOT staff or students)</p>	<p>Invited Members</p>	<p>Invited Members Douglas Morrison Stella McManus</p>	<p>Invited Members Jack Whyte Anne Doherty</p>	<p>Invited Members</p>	<p>Invited Members Catriona Blacker Scott Gray</p>	<p>Invited Members</p>
<p>Invitees</p> <p>Angela Pignatelli Elaine McKechnie Gary McIntosh</p> <p>(Governance Professional)</p>	<p>Invitees</p> <p>(Governance Professional)</p>	<p>Invitees Elaine McKechnie Angela Pignatelli</p> <p>(Governance Professional)</p>	<p>Invitees Angela Pignatelli Myra Sisi David Innes Wilma MacLeod Rose Harkness Lisa Doonan Ann Baxter (NCL)</p> <p>(Governance Professional)</p>	<p>Invitees Angela Pignatelli Elaine McKechnie Paula Blackadder (NCL)</p> <p>(Governance Professional)</p>	<p>Invitees Angela Pignatelli Gary McIntosh</p> <p>(Governance Professional)</p>	<p>Invitees</p>
<p>To Attend When Advised</p> <p>Myra Sisi David Innes Rose Harkness Chris Sumner Andrew Kerr (Audit Scotland) Paula Blackadder (NCL) Yvonne Finlayson (Chair of RSB, ARC) David Archibald (HCLA)</p>	<p>To Attend When Advised</p>	<p>To Attend When Advised Andrew Kerr-Audit Scot. Gordon McAllister-Audit Scot. David Archibald-HLCA Stuart Inglis-HLCA Yvonne Finlayson-RSB'S ARC Scott Coutts</p>	<p>To Attend When Advised</p>	<p>To Attend When Advised Tom Feely</p>	<p>To Attend When Advised</p>	<p>To Attend When Advised</p>

BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	Lettings Policy 2024-25
REFERENCE	16
AUTHOR AND CONTACT DETAILS	Peter Scott, Governance Professional Peter.Scott@slc.ac.uk
PURPOSE:	To request members to approve the Lettings Policy.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • Approve the Lettings Policy
EQUALITIES	There are no adverse implications for equalities identified within the attached report.
RISK	<ul style="list-style-type: none"> • That the College does not have up to date policies in place to safeguard the organisation and ensure the proper use of public funds.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The report sets out the key contents of the Lettings Policy, which has been produced to support the College's drive to diversify income through room lets. • The Policy includes conditions for both free and other/commercial lets. • An appendix of room rates is included within the policy and any land rentals will be costs on a case-by-case basis. • Lettings being a delegated function, management will keep the Policy and Schedule of Charges under review in accordance with standard commercial practice and will report any changes to the Board. The Board however will require that the Policy and Schedule be brought back to the Board for approval at three year intervals or more frequently as they may deem necessary.

1. INTRODUCTION

1.1 The purpose of this paper is to provide an overview of the College's Lettings Policy.

2. THE POLICY

2.1 Describes the terms and conditions that are required to be met for both free and other/commercial lets within the College Campus.

2.2 The Policy covers the following sections:

- Introduction
- Purpose
- Applicability and Scope
- Category A: Free Lets
- Category B: Other Lets
- Appendix A: Room rates

2.3 Free lets will largely be accommodated for internal staff, charities, government agencies/counsellors and other not-for-profit ventures.

2.4 Commercial lets will be accommodated for private individuals, entrepreneurs and businesses. Discretion can be applied by the Principalship in respect of rental income due, but it is likely that all lets will pay for any additional services requested, such as hospitality.

2.5 An appendix of room rates is included within the policy. It is noted that any land rentals will be costed on a case-by-case basis.

2.6 Lettings being a delegated function, management will keep the Policy and Schedule of Charges under review in accordance with standard commercial practice and will report any changes to the Board. The Board however will require that the Policy and Schedule be brought back to the Board for approval at three yearly intervals or more frequently as they may deem necessary. This is intended to allow management flexibility at a time of dynamic change without prejudicing the Board's rights to oversight and challenge.

3 SCOPE

3.1 As the funding landscape now requires Colleges in the Scotland to grow commercial income streams and rely less on Scottish Funding Council (SFC) grants, this Policy is intended to give the College a basis for making informed decisions to accommodate requests for lets by internal and external parties.

3.2 This in turn should help to mitigate against financial and reputational risks which may present in absence of a Policy to provide an appropriate frame of reference for decisions around charitable and commercial lets.

3.3 The Policy and schedule of charges will normally be reviewed by the Board of Management at minimum interval of every three years although the Board retains the right to request more frequent revisions to commercial rates, should market rates out pace current rates considerably.

4 EQUALITIES

4.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

5 RISK AND ASSURANCES

5.1 That the College does not have up to date policies in place to safeguard the organisation and ensure the proper use of public funds

6 RECOMMENDATIONS

6.1 Members are recommended to:

- Approve the Lettings Policy



South
Lanarkshire
College

East Kilbride

LETTINGS POLICY

Draft

Version Number: 1.0

Document Information

Procedure Published/Created:	September 2024
Reviewed Date:	September 2024
Owner:	Principalship
Approved by:	
Equality Impact Assessment:	
Next Review Date:	September 2027

Version History

Version Number	Date	Author	Rationale
1.0	September 2024	Principalship	A policy for lettings at the College

Quick Links

We are inclusive and diverse, and this is one of our values.

We are committed to the FREDIE principles of Fairness, Respect, Equality, Diversity, Inclusion and Engagement.



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To find out more about our Vision, Mission and Values click [HERE](#)



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Introduction

Purpose

This Policy sets out the College's position on the management of its lettings arrangements. It seeks to standardise the approach to lets and highlights the considerations that the College should make when determining lettings arrangements.

Applicability and Scope

As the funding landscape now requires Colleges in the Scotland to grow commercial income streams and rely less on Scottish Funding Council (SFC) grants, this Policy is intended to give the College a basis for making informed decisions to accommodate requests for lets by internal and external parties.

This in turn should help to mitigate against financial and reputational risks which may present in absence of a Policy to provide an appropriate frame of reference for decisions around charitable and commercial lets.

As Letting of the College Estate is a delegated function, the Policy and schedule of charges will be kept under review by management in accordance with standard commercial practice and will keep the Board of Management advised of any changes. The Board however retains the right to request changes to the Schedule of Charges at any time and will require the Policy to be brought back to the Board for approval at three-year intervals or more frequently as the Board may direct.

Category A: Free Lets

Application

This category of lets applies to:

- College staff and student activities, organisations and clubs;
- Councillors when involved in council business;
- Members of Parliament (UK, Scottish and European);
- Locally based youth organisations run by volunteers;
- Not-for profit and similar organisations approved for free lets by the Principalship;
- Members of staff based in the college (including professional organisations);

- Faith services where an appropriate religious building does not exist or religious functions for which the religion's property is unsuitable; and
- Candidates in municipal elections.

Free lets can be provided to the above organisations providing they take place at times when the College's buildings would otherwise be open for its mainstream activities. Details of College opening times are available on request.

Free lets apply to specified classrooms/meeting rooms and are only available for one-off ad-hoc bookings. Longer term bookings may be charged at the full commercial rates. Concessionary rates may be available for longer term rates in the case of Registered Charities on production of an SCO charitable status number.

The College may refuse lets to organisations or individuals who have failed to comply with the terms of any previous let. The College will not grant any let that requires a liquor licence. The College may also refuse lets to groups for events that are considered to be politically sensitive and/or high-profile events covered by current media, should there be a reputational risk by way of association.

It is anticipated that all lets will be booked through a centralised booking system following its implementation.

Additional services

Charges will be levied where any let requires additional services such as security, estates services, supervision of the use of facilities, catering or hospitality, all catering on College premises will be provided by the College or its on-site contractors. Food and beverages supplied by external agencies is not permitted.

Category B: Other Lets

Application

All other lets will normally be charged at the rate shown in the attached schedule of letting charges (appendix A) although block bookings may be separately negotiated.

Where the let is for a charitable purpose and/or offers meaningful community benefit concessionary rates may be offered at the discretion of the Principalship. During vacations, special rates will require to be negotiated to cover the cost of additional security and manning.

Where the actual cost of providing the let, including the cost of opening the College buildings, exceeds the schedule of charges, the actual cost will be charged. The College may refuse lets to organisations or individuals who fail to pay College invoices raised within the terms of the Letting Policy.

Additional services

Charges will be levied where any let requires additional services such as security, estates services, supervision of the use of facilities, catering or hospitality, all catering on College premises will be provided by the College or its on-site contractors. Food and beverages supplied by external agencies is not permitted

Appendix A: Room rates

Facility	Charge Per Hour (£)	Charge Per Day (£)	Charge Per Evening (£)
Double Classrooms	50	220	110
Event Areas (Bistro, Atrium, Annex)	55	275	140
Canteen	100	-	300
Single Classroom	35	110	80
ICT Suite	45	200	130
Board Room	50	230	110

Rates for the hire of the College Estate such as areas of land surrounding the College building will be costed separately on a case-by-case basis.



South
Lanarkshire
College

East Kilbride

BOARD OF MANAGEMENT

DATE:	24 September 2024
AGENDA REF:	17
TITLE OF REPORT:	Standing Orders
AUTHOR AND CONTACT DETAILS	Peter Scott peter.scott@slc.ac.uk
PURPOSE:	To update the Standing Orders to reflect changes in the composition of the Board Membership
KEY RECOMMENDATIONS/ DECISIONS:	The Board of Management is recommended to: <ul style="list-style-type: none"> • Note the terms of the proposed new Standing Orders. • Approve the updated Standing Orders
RISK	Without clear Standing Orders tailored to reflect constitutional change the conduct of meetings would be compromised and the College would risk non-compliance with the Code of Good Governance.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Highest quality education and support. • Sustainable Behaviors. • Successful Students
SUMMARY	<ul style="list-style-type: none"> • This report sets out the latest iteration of the Standing Orders. • The changes reflect the constitutional changes in membership and the reality that the Code of Good Governance now requires voting majorities of Non-Executive Members. • The Standing Orders also address the question of conflicts of interest so as to ensure that the Board hears staff views even where Trade Union Members, for example, may feel conflicted

1. INTRODUCTION

- 1.1 (i) In terms of Schedule 2 to the Further and Higher Education (Scotland) Act 1992, a Board may regulate its own proceedings and those of any Committee appointed by it.
- 1.2 The purpose of these Standing Orders is to ensure the orderly and effective conduct of the meetings of the Board of Management and of Committees of the Board.
- 1.3 (iii) They shall apply to all meetings of the Board and its Committees unless and until they are varied or revoked.

2 MEETINGS OF THE BOARD AND COMMITTEES

- 2.1 The Board shall hold Board and Committee meetings as necessary for the proper performance of its functions.
- 2.2 The Governance Professional (as College Secretary) shall be responsible for producing an annual programme of meetings for Board approval.
- 2.3 Extraordinary meetings of the Board and Committees may be called on the instructions of the Chair or by a majority of members.
- 2.4 Board and Committee meetings shall normally be called giving no less than five working days' notice but exceptionally, in cases of urgency, shorter notice may be given with no less than two working days' notice.

3 QUORUM AND VOTING RIGHTS

- 3.1 The quorum for a meeting of the Board or Committee shall be no less than one half of the members and for a Committee shall be as provided in the Committee Terms of Reference but never less than three: Declaring however that in terms of the Code of Good Governance **ALL actions and decisions shall require a majority of non-executive members as defined in the Code.**
- 3.2 If a meeting does not have a quorum of members present or if there is not a majority vote of non-executive members THEN the Chair must either adjourn the meeting to a new date and time, or proceed with the agenda, ensuring that any decisions are subsequently ratified by the Board or Committee as appropriate . whichever is the sooner.
- 3.3 If the Chair of the Board or Committee is not present at any meeting, the Vice Chair (where this office exists) shall assume that role. Where a Vice Chair is not available, members shall elect a Chair from amongst themselves.
- 3.4 A question on which a vote is required shall be determined by a majority of votes of the members of the Board present and voting and, in the case of an equal division of votes, the Chair of the meeting shall have a second or casting vote PROVIDING however that the **casting vote should normally be for the *status quo* and if not for the *status quo* may be challenged at the next available meeting by any member who was not present at the meeting.**
- 3.5 Only matters identified on the agenda as requiring a decision shall, if consensus is not possible, be decided by vote.
- 3.6 In exceptional circumstances, urgent decisions can be taken without calling a physical meeting - following due process and procedure.

- 3.7 The orders set out detailed rules for voting on amendments.
- 3.8 No-one shall be entitled to tender his or her dissent from any decision, except at the meeting at which it has been passed; but any member not present may at the next meeting have his or her dissent recorded.
- 3.9 Normally no proposal or amendment can be moved if it involves a reconsideration of any question or proposal which has been decided or adopted by the Board at any time within the preceding six months unless moved by the Chair and with the support of one third of the total members of the Board.

4 ATTENDANCE AT BOARD AND SUB COMMITTEE MEETINGS

- 4.1 The Governance Professional as Board Secretary must have oversight of all Board and Committee meetings or a nominated substitute.
- 4.2 The Board or Committee shall determine which College employees (in addition to Staff and Trade Union Board Members) or other individuals should be invited to attend any Board or Committee meeting or any part of it in an advisory capacity.
- 4.3 The Board may decide to meet privately without the Principal or any Senior Management Team members being present. In these circumstances the Secretary to the Board shall be present at the meeting unless requested by the Chair to leave and then only for clear and specific reasons and a suitable mechanism for recording the meeting. Staff, Student and Trade Union Board members are permitted to attend all meetings unless they have a conflict of interest in relation to the matter being discussed: for the avoidance of doubt a conflict of interest shall be as defined in the *OSCR Guidance & Good Practice for Charity Trustees* and a Declaration of Interest on its own shall be no bar to participation in discussion and/or voting on outcomes.

5 AGENDA

- 5.1 The Board Secretary in consultation with the Chair and Principal shall prepare the draft agenda but the Standing Orders provide a mechanism for other members placing an appropriate item on the agenda
- 5.2 . All matters for consideration by the Board or Committee shall be clearly identified on the draft agenda.
- 5.3 The order of business is clearly set out in the Standing Orders.
- 5.4 All business at Board and Committee meetings shall be conducted through the Chair.
- 5.5 The Chair shall be responsible for the general conduct of the meeting to preserve order and to ensure that every member has the opportunity to contribute.

6 BOARD AND COMMITTEE PAPERS

- 6.1 Board and Committee papers may be submitted by the Principal, a member of the Senior Management Team or the Secretary to the Board.
- 6.2 The Board Secretary shall, other than in exceptional circumstances, ensure the circulation of papers to Board or Committee members at least five working days prior to the meeting.

7 MINUTES OF BOARD AND COMMITTEE MEETINGS

- 7.1 In addition to recording the decisions and basis of decisions of all business on the agenda, the minutes shall include a record of those members present and any individuals in attendance, for all or part of the meeting.
- 7.2 Draft minutes shall be prepared for the Chair's agreement normally within five working days of the meeting.
- 7.3 Once agreed by the Chair, minutes shall be circulated to members normally within ten working days of the meeting.
- 7.4 The minutes shall be considered for approval by the Board or Committee at its next meeting and the Chair of the meeting shall thereafter confirm the minute.
- 7.5 The Board Secretary shall be responsible for ensuring that a final version of the minutes is securely retained.
- 7.6 The Board Secretary shall be responsible for ensuring that the final version of the minutes of each Board and Committee meeting is timeously published on the College website.
- 7.7 The Standing Orders detail the process & procedure for the transaction of extraordinary business.
- 7.8 Where a Committee meets infrequently, draft minutes shall be circulated by email to all Members who will be required to confirm their approval or otherwise of the draft within eight weeks of the meeting having taken place.
- 7.9 All Committee minutes will be submitted to the Board for information at the next scheduled meeting of the Board.

8 ESTABLISHMENT OF COMMITTEES AND SUB COMMITTEES

- 8.1 The Board may establish Committees, and a Committee may establish Sub-Committees where appropriate.
- 8.2 A Committee shall consist of at least three Board members appointed by the Board. One of these Members shall be elected as Chair of the Committee. The Board may also elect a Vice Chair of each Committee.
- 8.3 Each Committee shall review its remit annually and shall submit any proposed changes to the Board for approval.

9 APPOINTMENT OF VICE CHAIR

- 9.1 A Vice Chair shall be appointed by the Board from amongst its members.
- 9.2 In the absence of the Chair, the Vice Chair shall have the authority the Chair would have under these Standing Orders.

10 APPOINTMENT OF SENIOR INDEPENDENT MEMBER

- 10.1 A Senior Independent Member shall be appointed by the Board from amongst its members.

11 SUSPENSION OF STANDING ORDERS

- 11.1 These Standing Orders may be suspended when at least two-thirds of the members present entitled to vote agree.

12 EQUALITIES

- 12.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

13 RISK

- 13.1 Without clear Standing Orders tailored to reflect constitutional change the conduct of meetings would be compromised and the College would risk non-compliance with the Code of Good Governance.

14 RECOMMENDATIONS

- 14.1 The Board of Management is recommended to:
- 14.1.1 note the terms of the proposed new Standing Order; and
 - 14.1.2 approve the updated Standing Orders

STANDING ORDERS OF THE BOARD OF MANAGEMENT AT SOUTH LANARKSHIRE COLLEGE

Preamble

Paragraph 11 of Schedule 2 to the Further and Higher Education (Scotland) Act 1992 “Schedule 2”, a Board may regulate its own proceedings and those of any Committee appointed 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 of Committees of the Board (“Committees”). They shall apply to all meetings of the Board and its Committees and shall, subject to a resolution by the Board for their suspension, remain in force unless and until they are varied or revoked as hereinafter provided.

The Standing Orders were adopted by the Board on ***** 2024 and come into effect on 16 **** 2024. They replace all other Standing Orders previously adopted by the Board, which are hereby revoked.

1 Meetings of the Board and Committees

- 1.1 The Board shall hold as many Board and Committee meetings as may be necessary for the performance of its functions and at such times, places and frequency as the Board determines.
- 1.2 The Board Secretary shall produce an annual programme of meetings which shall be presented to the Board for approval.
- 1.3 Extraordinary meetings of the Board and Committees 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.
- 1.4 Board and Committee meetings shall be called giving no less than five working days’ notice. Where extraordinary meetings are called and, exceptionally, due to the urgency of the business five working days’ notice cannot be given, notice will be given as soon as is reasonably practicable and giving no less than two working days’ notice.

2 Quorum and Voting Rights

- 2.1 The quorum for a meeting of the Board or Committee shall be no less than one half of the members entitled to vote at such a meeting and for a Committee shall be as provided in the Committee Terms of Reference but never less than three: Declaring however that in terms of the Code of Good Governance ALL actions and decisions shall require a majority of non-executive members as defined in the Code.
- 2.2 If a meeting does not have a quorum of members present 15 minutes after its scheduled start time or falls below having a quorum of members present part way through OR if there is not a majority vote of non-executive members present and voting THEN the Chair must either adjourn the meeting to a new date and time, or proceed with the agenda, ensuring that any decisions are taken by members at the next meeting of Board, or in the case of a Committee Meeting , the Committee or Board, whichever is the sooner.
- 2.3 If the Chair of the Board or Committee is not present at any meeting, the Vice Chair (where this office exists) shall assume that role. Where a Vice Chair is not available, members shall elect from amongst themselves a Board member who is entitled to vote as the Chair of that meeting.

- 2.4 A question on which a vote is required shall be determined by a majority of votes of the members of the Board present and voting on the question and, in the case of an equal division of votes, the Chair of the meeting shall have a second or casting vote PROVIDING however that the casting vote should normally be for the *status quo* and if not for the status quo may be challenged at the next available meeting by any member who was not present at the meeting.
- 2.5 Only matters identified on the agenda as requiring a decision shall, if consensus is not possible, be decided by vote.
- 2.6 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 for a decision to be deemed to be taken:
- The Board Secretary shall email all Board members outlining the decision required, together with relevant briefing information.
 - A quorum, as defined in 2.1 of these Standing Orders, must have replied to the email.
 - The Board Secretary shall ensure that a deadline for response is clearly specified, and Board members shall endeavour to respond within that timeframe.
 - Any decisions taken in this way shall be homologated at the next relevant meeting of the Board or Committee.
- 2.7 Where a proposal is amended, voting will take place on the amendment against the proposal, or the series of amendments, in the order of the last amendment first, until a single amendment is put against the proposal. Thereafter, voting will take place upon the proposal amended. All members have a single vote.
- 2.8 No-one shall be entitled to tender his or her dissent from any decision, except at the meeting at which it has been passed; but any member not present may at the next meeting have his or her dissent recorded.
- 2.9 No proposal nor any amendment to any such proposal, shall be moved if it involves a reconsideration of any question or proposal which has been decided or adopted by the Board at any time within the preceding six months unless:
- it is moved by the Chair
 - in addition to being signed by the mover, it is signed by at least one third of the total members of the Board.

3 Attendance at Board and Sub Committee Meetings

- 3.1 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 these Standing Orders, and in order to ensure a record is kept of proceedings; in his/her absence the Secretary may nominate an appropriate substitute
- 3.2 It shall be a matter for the Board or Committee to determine which College employees (with the exception of Staff or Trade Union Board Members who have a right to attend all meetings of the Board and Committees of which they are members) or other individuals should be invited to attend any Board or Committee meeting or any part of it in an advisory capacity in order to ensure that the Board or Committee has the required advice to fulfil its functions; where invited to do so by the Chair at the meeting, these employees or individuals may contribute to the discussion, but may not vote.

- 3.3 The Board may decide to meet privately without the Principal or any Senior Management Team members being present. In these circumstances the Governance Profession shall be present at the meeting unless requested by the Chair to leave. Where the Secretary to the Board is requested to leave, there must be a clear and specific reason for this recorded in the minutes and the Chair shall ensure that appropriate arrangements are made for recording the discussion and any decisions taken at the meeting in the minutes. Staff, Student and Trade Union Board members are permitted to attend such meetings unless they have a conflict of interest in relation to the matter being discussed: for the avoidance of doubt however a conflict of interest shall be as defined in the *OSCR Guidance & Good Practice for Charity Trustees* and a Declaration of Interest on its own shall be no bar to participation in discussion and/or voting on outcomes.

4 Agenda

- 4.1 The Board Secretary in consultation with the Chair and Principal shall prepare the draft agenda. Other members may place an item on the agenda for discussion by submitting this to the Secretary to the Board no later than 10 working days in advance of the meeting (except in the case of an extraordinary meeting where only the urgent business notified at the time the meeting was requested will be placed on the agenda). The Secretary shall ensure that all items placed on the agenda fall within the remit of the Board or Committee.
- 4.2 All matters for consideration by the Board or Committee shall be clearly identified on the draft agenda as to whether it is for approval, decision, discussion, noting or for information purposes.
- 4.3 The order of business shall be:
- Apologies for absence
 - Declarations of any Potential Conflicts of Interest in relation to any agenda items
 - Approval of the minutes of the previous meeting
 - Matters arising
 - All other business with those items of business requiring approval or a decision taking precedence over items of business for noting
 - Date of the next meeting(s).
- 4.4 All business at Board and Committee meetings shall be conducted through the Chair by members indicating to the Chair that they wish to speak. The Chair shall be heard without interruption.
- 4.5 The Chair shall be responsible for the general conduct of the meeting to preserve order and to ensure that every member has the opportunity to contribute.

5 Board and Committee Papers

- 5.1 Board and Committee papers may be submitted by the Principal, a member of the Senior Management Team or the Secretary to the Board.
- 5.2 The Board Secretary shall ensure the circulation of papers to Board or Committee members at least five working days prior to the meeting. Where this timescale is not possible, the Board Secretary shall advise members of this and advise of the reason for the delay and when papers might be expected.

6 Minutes of Board and Committee Meetings

- 6.1 In addition to recording the decisions and basis of decisions of all business on the agenda, the minutes shall include a record of those members present and any individuals in attendance, for all or part of the meeting.
- 6.2 Draft minutes shall be prepared for the Chair's agreement normally within five working days of the meeting and shall be labelled 'draft'.

- 6.3 Once agreed by the Chair, minutes shall be circulated to members normally within ten working days of the meeting and shall be labelled 'unapproved circulated'.
- 6.4 The minutes shall be considered for approval by the Board or Committee at its next meeting and the Chair of the meeting shall thereafter confirm the minute which shall be labelled 'final version'.
- 6.5 The Board Secretary shall be responsible for ensuring that a final version of the minutes is securely retained.
- 6.6 The Board Secretary shall be responsible for ensuring that the final version of the minutes of each Board and Committee meeting is timeously published on the College website.
- 6.7 In the event that extraordinary business is being transacted and additional meetings are being arranged, the timescales for preparing minutes shall be adjusted to ensure their availability for approval at the next meeting.
- 6.8 Where a Committee meets infrequently, draft minutes shall be circulated by email to all Members who will be required to confirm their approval or otherwise of the draft within eight weeks of the meeting having taken place. The meetings shall thereafter be confirmed by the Chair of the meeting and labelled as 'final version'.
- 6.9 All Committee minutes will be submitted to the Board for information at the next scheduled meeting of the Board, regardless of whether the minutes are labelled as draft, unapproved circulated or final version.

7 Establishment of Committees and Sub-Committees

- 7.1 As provided for in Schedule 2, the Board may establish Committees and a Committee may establish Sub-Committees, references in these Standing Orders include Sub-Committees.
- 7.2 A Committee shall consist of at least three Board members appointed by the Board. One of these Members shall be elected as Chair of the Committee. The Board may also wish to elect a Vice Chair of each Committee.
- 7.3 Each Committee shall review its remit annually and shall submit any proposed changes to the Board for approval.

8 Appointment of Vice Chair

- 8.1 A Vice Chair shall be appointed by the Board from amongst its members.
- 8.2 In the absence of the Chair, the Vice Chair shall have the authority the Chair would have under these Standing Orders.

9 Appointment of Senior Independent Member

A Senior Independent Member shall be appointed by the Board from amongst its members.

The Senior Independent Member shall undertake the role as detailed within The Guide for Board Members in the College Sector.

10 Suspension of Standing Orders

- 10.1 These Standing Orders may be suspended when at least two-thirds of the members present entitled to vote agree to such a motion but, for the avoidance of doubt, subject to the overarching requirement to remain compliant with the Statutory Constitution and the Code of Good Governance.

BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	Scheme of Delegation
REFERENCE	18
AUTHOR AND CONTACT DETAILS	Peter Scott, Governance Professional Peter.Scott@slc.ac.uk
PURPOSE:	To present an updated Scheme of Delegation to the Board for discussion and approval as appropriate
KEY RECOMMENDATIONS/ DECISIONS:	<ul style="list-style-type: none"> The Board approve the attached scheme.
EQUALITIES	There are no adverse implications for equalities identified within the attached report.
RISK	Without a clearly agreed Scheme of Delegation there is a risk that the College might breach the requirements for delegation set out in Part D 8 of the Code of Governance.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> Highest standard of compliance with the Governance Code Sustainable Behaviours
Summary of Report:	In the interests of best Governance practice, it is essential that the boundaries as between Governance and Management are clearly and transparently stated so as to comply with best policy and practice in terms of part D of the Code of Governance. The attached strategy is a refreshed version of the current scheme.

1. INTRODUCTION

- 1.1 This scheme specifies the functions which are delegated by the Board of Management in accordance with paragraph 12 (4) of the Further and Higher Education (Scotland) Act 1992 (the 1992 Act) and the Further and Higher Education (Scotland) Act 2005. The 1992 Act enables the Board of Management to delegate the performance of any of their functions to their Chair, to any Committee appointed by the Board or to any member of staff.
- 1.2 In accordance with paragraph C.8 of the Code of Good Governance for Scotland's Colleges (the Code) delegations of responsibilities from, and matters reserved to, the Board and its Committees is clarified through this Scheme of Delegation including the functions delegated by the Board to the Chair, Committees, the Principal and Secretary to the Board of Management. The Scheme of Delegation must be approved by the Board of Management and will be formally reviewed at least once every three years.
- 1.3 This revision makes no substantive changes to the June 2022 version but updates the Scheme to take into account the recently created Vice Principal posts.
- 1.4 For the avoidance of doubt, all delegations must be exercised in accordance with the law and having regard to any lawful direction and or guidance subsequently issued by the Scottish Funding Council (SFC) or Regional Board (RSB).
- 1.5 Except for delegation of operational functions by the Principal and Chief Executive as specified in Section 8, delegates may not be sub-delegates of the 1992 Act (as amended).

2. COMPLIANCE

- 2.1 Where the Board has delegated responsibility, it reserves the power to deal itself with the responsibility delegated, or to withdraw or amend the delegation. Exercise by a delegate of a delegated responsibility has effect as if it had been exercised by the Board of Management itself.
- 2.2 Compliance with the terms of the Scheme of Delegation is mandatory upon delegates. Breaches may lead to withdrawal of delegations and/or imposition of sanctions.

3 REVIEW

- 3.1 The Scheme of Delegation shall be reviewed at least every three years or to bring the Scheme of Delegation into line with changes in legislation, regulation, or official direction or guidance.

4 AUTHORITY RESERVED TO THE BOARD OF MANAGEMENT

- 4.1 There are no changes from the 2022 edition of the Scheme of Delegation.

5 DELEGATIONS TO THE CHAIRING MEMBER

5.1 In the absence of both the Principal and Chief Executive and his/her designated deputy, to take such measures as may be required in emergencies to enable the College to carry on its business. If possible, such delegation should be exercised subject to obtaining agreement from the Board's Vice Chair and the Senior Independent Member and after consultation with the Chair of the relevant committee (if appropriate and if time permits) and the Governance Professional. The Chair shall report such instances to the appropriate Committee(s) or to the Board as soon as possible thereafter in respect of any items for which approval of the Committee(s) or the Board would normally be necessary. **(In the Principal and Chief Executive's absence the Vice Principals will normally be responsible for the operational management of the College within the terms of their appointment).** An extraordinary Board Meeting will normally be called in the case of material decisions (as judged by the Chair and Vice Chair) or alternatively decisions may be agreed by email and thereafter homologated at the next meeting of the Board of Management.

5.2 **To nominate, after a period of four weeks' continuous absence by the Principal and Chief Executive, and subject to subsequent approval by the Board of Management, a deputy Accounting Officer from among the Vice Principals to discharge the role until such time as the Principal and Chief Executive resumes duty or a permanent replacement for the Principal and Chief Executive is appointed.**

5.3 There are no other substantive changes to the 2022 version of the Scheme of Delegation.

6 DELEGATIONS TO COMMITTEES OF THE BOARD OF MANAGEMENT

6.1 There are no substantive changes to the section dealing with Delegations to Committee **but the attention of board Members is drawn to the Remits of the Committees being presented of even date herewith and to changes in Committee Titles.**

The Standing Committees of the Board of Management are:

Audit & Risk Committee

Financial & Resources Committee

Learning and Teaching & Student Experience Committee

Human Resource Committee

Chair's Support and Advisory Committee/Nominations Committee

Remuneration Committee

7 DELEGATIONS TO THE GOVERNANCE PROFESSIONAL/SECRETARY TO THE BOARD OF MANAGEMENT

7.1 There are no substantive changes to the role of the Governance Professional but **Board Members are directed to the Committee Remits being presented of even date which establishes the role of the Chair's Committee as an Appeal Chamber in questions with the Governance Professional and for the resolution of any conflicts of interest involving the Governance Professional.**

8 DELEGATIONS TO THE PRINCIPAL & CHIEF EXECUTIVE

- 8.1 There are no substantive changes to the role of the Principal **but Board Members are directed to the Committee Remits being presented of even date which establishes the role of the Chair's Committee as an Appeal Chamber in questions with the Principal.**

9 PREVIOUS SCHEMES

This Scheme of Delegation replaces any previous versions as may have been approved by the Board of Management.



South
Lanarkshire
College

East Kilbride

SCHEME OF DELEGATION

Version Number: 1.0

Document Information

Procedure Published/Created:	
Reviewed Date:	
Owner:	Governance Professional
Approved by:	Board of Management
Equality Impact Assessment:	
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Version History

Version Number	Date	Author	Rationale
1.0	10.05.2022	P Scott	Creation
2.0	24 Sept 2024	P Scott	Review

Quick Links

We are inclusive and diverse, and this is one of our values.

We are committed to the FREDIE principles of Fairness, Respect, Equality, Diversity, Inclusion and Engagement.



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To find out more about our Vision, Mission and Values click [HERE](#)



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1 Introduction

1.1 This scheme specifies the functions which are delegated by the Board of Management in accordance with paragraph 12 (4) of the Further and Higher Education (Scotland) Act 1992 (the 1992 Act) and the Further and Higher Education (Scotland) Act 2005. The 1992 Act enables the Board of Management to delegate the performance of any of their functions to their Chair, to any Committee appointed by the Board or to any member of staff.

1.2 In accordance with paragraph C.8 of the Code of Good Governance for Scotland's Colleges (the Code) delegations of responsibilities from, and matters reserved to, the Board and its Committees is clarified through this Scheme of Delegation including the functions delegated by the Board to the Chair, Committees, the Principal and Secretary to the Board of Management. The Scheme of Delegation must be approved by the Board of Management and will be formally reviewed at least once every three years.

1.3 All delegations must be exercised in accordance with the law and having regard to any lawful direction and or guidance subsequently issued by the Scottish Funding Council (SFC) or Regional Board (RSB).

1.4 The delegations are dealt with in four main sections:

Section 5 – Delegations to the Chair of the Board of Management.

Section 6 – Delegations to the Committees of the Board of Management.

Section 7 – Delegations to the Secretary to the Board of Management

Section 8 – Delegations to the Principal and Chief Executive

1.5 Except for delegation of operational functions by the Principal and Chief Executive as specified in Section 8, delegates may not be sub-delegates of the 1992 Act (as amended).

2 Compliance

2.1 Where the Board has delegated responsibility, it reserves the power to deal itself with the responsibility delegated, or to withdraw or amend the delegation. Exercise by a delegate of a delegated responsibility has effect as if it had been exercised by the Board of Management itself.

2.2 Compliance with the terms of the Scheme of Delegation is mandatory upon delegates. Breaches may lead to withdrawal of delegations and/or imposition of sanctions.

3 Review

3.1 The Scheme of Delegation shall be reviewed at least every three years. This shall not preclude a review being conducted before such time, should it be considered necessary by the Board of Management, or to bring the Scheme of Delegation into line with changes in legislation, regulation, or official direction or guidance.

4 Authority Reserved to the Board of Management

The following are reserved to the Board of Management and are, in such circumstances, excluded from any scheme of delegation:

4.1 Determination of the mission, vision and key objectives of the Board of Management and the College.

4.2 Matters of new policy or where there has been a material and/or substantial variation to an existing policy¹.

4.2 Borrowing money and, in connection with such borrowing, granting securities or giving guarantees or indemnities. Any such borrowing, and the granting of securities, guarantees or indemnities must comply with the Scottish Public Finance Manual and Financial Regulations.

4.3 Any functions the exercise of which is clearly reserved to the Board of Management in terms of any direction by Scottish Ministers or the funding body.

4.4 Final approval of the annual College budgets for revenue and capital expenditure and financial forecasts.

4.5 Final approval of the College's Strategic Plan in the context of such Regional and National Strategies and Policies as may be determined by the Scottish Government and/or the Scottish Funding Council.

4.6 Approval of the Annual Report and Accounts and the Annual Audit Report.

4.7 Approval of the Annual Quality Report.

4.8 Approval of the Annual Health and Safety Report.

4.9 The acquisition and disposal of heritable property.

4.10 In accordance with the Ministerial Guidance on College Sector Board Appointments, the appointment of assigned College Board members is the

¹ This will be determined by the Chair of the relevant Standing Committee.

responsibility of the Regional Strategic Body (RSB), while such exists, or otherwise as may be determined by the Scottish Government PROVIDED however that appropriate recommendations may be made by the Board of Management either directly, or via a delegated Nominations/Appointments Committee.

4.11 The appointment of Board Members to Standing Committees, the appointment of Standing Committee Chairs, and the co-option of additional members to Standing Committees.

4.12 Recommending the removal of Board members from office prior to the termination of their period of appointment.

4.13 The appointment and dismissal of the Principal and Chief Executive and of the Governance Professional/College Secretary.

4.14 The designation of the College's Chief Executive Officer (who shall normally be the Principal and Chief Executive).

4.15 Delegation of functions of the Board of Management.

4.16 Recognition of Trades Unions, Professional Associations and other Staff Associations operating within the College for the purposes of both formal consultation and negotiation.

4.17 The making, amendment and revocation of the College's Articles of Governance (including Standing Orders, Financial Regulations, Standing Committee Terms of Reference, and this Scheme of Delegation).

4.18 The establishment and winding-up of any subsidiary company of the College, and the College's membership of any company.

4.19 The establishment of any Arm's Length Trust to support the charitable aims of the College and the donation of resource to any such organisation.

4.20 The acquisition and disposal of heritable property subject to approval by the Scottish Funding Council within the terms of the Scottish public Finance Manual.

4.21 Approval of the Strategic Risk Register and Risk Appetite Statement.

4.22 Approval of the Student's Association constitution and the election regulations for Student Officers; and

4.23 Financial expenditure in excess of delegated limits as set out in the College's Financial Regulations and the College's Procurement Thresholds & Procedures.

4.24 The Principal and Chief Executive, as Chief Executive and Accounting Officer of the College, shall be responsible for the operational management of the College

subject to policy and strategic direction by the Board of Management but always subject to challenge in terms of the Code of Good Governance.

5 Delegations to the Chair of the Board of Management

The Chair must abide by the terms and conditions of their appointment in leading the Board and ensuring its effectiveness, and in exercising delegated authority. The Chair of the Board of Management is authorised:

5.1 In the absence of both the Principal and Chief Executive and his/her designated Vice Principals to take such measures as may be required in emergencies to enable the College to carry on its business. If possible, such delegation should be exercised subject to obtaining agreement from the Board's Vice Chair and the Senior Independent Member and after consultation with the Chair of the relevant committee (if appropriate and if time permits) and the Governance Professional.

The Chair shall report such instances to the appropriate Committee(s) or to the Board as soon as possible thereafter in respect of any items for which approval of the Committee(s) or the Board would normally be necessary. (In the Principal and Chief Executive's absence the Vice Principals will normally be responsible for the operational management of the College within the terms of their appointment). An extraordinary Board Meeting will normally be called in the case of material decisions (as judged by the Chair and Vice Chair) or alternatively decisions may be agreed by email and thereafter homologated at the next meeting of the Board of Management.

5.2 To nominate, after a period of four weeks' continuous absence by the Principal and Chief Executive, and subject to subsequent approval by the Board of Management, a deputy Accounting Officer from among the Vice Principals to discharge the role until such time as the Principal and Chief Executive resumes duty or a permanent replacement for the Principal and Chief Executive is appointed.

5.3 To incur, within previously agreed budgetary limits, expenditure to meet the expenses of the office of Chair of the Board and the provision of reasonable hospitality to representatives of other colleges, organisations or agencies.

5.4 To approve the Principal and Chief Executive's absence in accordance with the relevant College policies.

5.5 To initiate investigations within the College's disciplinary policies against the Principal and Chief Executive or other members of the Strategic Management Team.

5.6 Initiate action further to a decision of the Board to appoint a new Principal or Governance Professional/Secretary.

5.7 To attend all meetings of Committees of the Board of Management as an ex officio member (except those of the Remuneration and Audit & Risk Committees).

5.8 To sign all approved Minutes of the Board of Management.

5.9 To sign the College's Annual Report and Financial Statements on the College's behalf prior to their submission to the SFC following their approval by the Board of Management.

5.10 To authorise the submission of the Board's approved Strategic Plan to the funding body, where appropriate.

5.11 To undertake visits within the UK, within previously agreed budgetary limits, in the furtherance of the duties of the office of Chair of the Board of Management;

5.12 To authorise the Principal and Chief Executive to make visits outwith the UK on College or College-related business subject to the College's approved policies on business travel and expenses.

5.13 With the Vice-Chair, monitor, review and record the Principal's performance at least annually against the performance measures agreed by the Board in line with the agreed procedure.

5.14 With the Vice-Chair, monitor, review and record the Governance Professional/Secretary's performance at least annually against the performance measures agreed by the Board in line with the agreed procedure.

5.15 Ensure each Board member participates in an annual development meeting.

5.16 Issue communications on behalf of the Board in whatever form is appropriate.

5.17 To represent the Board and the College both internally and externally.

6 Delegations to Committees of the Board of Management

6.1 In accordance with paragraph 13 of schedule 2 of the 1992 Act, the Board may establish Committees for any purpose and any such Committee may appoint sub-committees. As a minimum the Board have in place an Audit Committee, Finance Committee, Remuneration Committee and Nominations/Appointment Committee. There is delegated to each Standing Committee of the Board of Management:

- a) the exercise of all the functions and duties of that Committee as set out in its terms of reference as agreed and amended from time to time by the Board of Management;
- b) the exercise of any special delegations to that Committee as set out in any Minute of the Board of Management; and
- c) the review of matters of policy related to the work of that Committee.

6.2 Each Committee may exercise and perform on behalf of, and in the name of, the Board all of the authority, powers and duties of the Board in relation such functions as have been delegated to that Committee by the Board.

6.3 The Chair of each Committee is authorised to sign approved minutes of that Committee on behalf of the Board of Management. The minutes of each Committee meeting will be submitted to the Board of Management for information at the next appropriate meeting. The Chair of each Committee shall give an update to the Board on key issues where requested to do so.

The Standing Committees of the Board of Management are:

Audit & Risk Committee

Financial & Resources Committee

Learning, Teaching and the Student Experience Committee

Human Resource Committee

Chair's Support and Advisory Committee/Nominations Committee

Remuneration Committee

7 Delegations to the Governance Professional/Secretary to the Board of Management

The Governance Professional/Secretary to the Board of Management is authorised:

7.1 to discharge the functions of Secretary in relation to the College's Public Interest Disclosure Policy, Discipline and Appeals Procedure, and Commendations and Complaints Procedure.

7.2 Administer, circulate, retain and publish as appropriate the records of all Board and Committee business.

7.3 Act as Standards Officer in accordance with Advice on the Role of Standards Officer (issued by the Standards Commission for Scotland).

7.4 In accordance with the Code of Good Governance, report any unresolved concerns about the governance of the College to the funding body.

7.5. To proactively provide advice to Members of the Board including the Chair, Chairs of Standing Committees and the Principal and Chief Executive; and

7.6. To act as Returning Officer for elections of academic and support staff members of the Board.

In the absence of the Governance Professional/Secretary and in the absence of any substitute duly appointed by the Governance Professional/Secretary, the Board shall agree temporary arrangements to ensure the duties continue to be carried out.

8 Delegations to the Principal and Chief Executive

8.1 The Principal, as Chief Executive of the College shall be responsible for the operational management of the College subject to the strategic and policy direction by the Board. The functions listed here are delegated to the Principal and Chief Executive, who may, in the exercise of his responsibilities and duties as Chief Executive of the College, delegate particular functions to other members of staff while retaining responsibility to the Board of Management for the exercise of these functions.

8.2 Declaring that in the event of the Principal not having exercised the powers set out in the following Para.8.74 the presumption is that during the absence of the Principal for whatever reason, each of the two Vice Principals – the Vice Principal for Learning, Teaching and the Student Experience & the Vice Principal for Finance Resources and Sustainability - will continue to exercise the authority of the Principal in respect of their own areas of responsibility unless otherwise directed by the Chairing Member on behalf of the Board who may, without prejudice to the generality, appoint either to act as sole Deputy Principal.

8.3 Delegations to the Principal and Chief Executive (and, by consequence, to other members of staff) are subject always to:

- compliance with all current legislation, regulation, direction and guidance to which the College is subject;
- compliance with the College's current policies, procedures, and financial regulations as approved by the Board and amended from time to time; and
- appropriate provision having been made by the Board for financial outlays, and funding and other resources being available.

8.4 The Principal and Chief Executive is authorised:

8.4.1 To take such measures as may be required in emergencies subject to advising the Chair of the Board and the Governance Professional, where possible, and subsequently reporting to the appropriate Committee or to the Board as soon as possible thereafter on any items for which approval of the Committee or Board would normally be necessary.

8.4.2 To authorise the absence of any member of staff of the College in accordance with the relevant College policies, subject always to the general powers of sub-delegation already identified above

8.4.3 If he or she considers it would be in the interests of the College or Board to do so, to approve the provision of reasonable hospitality to representatives of other colleges, organisations, members of staff of the College, guests of or visitors to the College, or others after taking into account the principles of the Bribery Act 2010.

8.4.4 To make visits and to authorise members of staff of the College to make visits as representatives of the College (visits involving travel outwith the UK shall require the agreement of the Chair or the Executive Committee).

8.4.5 To give direction, in special circumstances which he/she shall determine, that any member of staff shall not exercise a delegated function.

8.4.6 To take out membership of and to attend meetings of appropriate outside bodies and professional associations where it is compatible with the duties of the Principal and Chief Executive and also in the interests of the College to so do.

8.4.7 To sign all deeds and other documents binding the Board for all purposes to which paragraph 20 of Schedule 2 to the 1992 Act applies.

8.4.8 With the Governance Professional/Secretary keep proper records and Minutes of the Board and associated Committee proceedings.

8.4.9 To make available, for inspection at the College and on the College's website, copies of the Agenda, draft Minutes and agreed Minutes of any meeting of the Board or any Committee and also of any report or other document considered by such a meeting, in accordance with the College's Freedom of Information Policy – subject always to such exemptions as may be provided for by statute and in which even the reason for non-publication must be disclosed.

8.4.10 To authorise the issue of press releases for publication and broadcasting on behalf of the College.

8.4.11 To authorise the commercial publication of any document on behalf of the College.

8.4.12 To authorise the appointment of staff of the College, within the agreed budget approved by the Board, in circumstances where the power to appoint has not been delegated to a Committee or is not reserved to the Board.

8.4.13 To determine an appropriate academic and support staff structure for the College consistent with the conditions of employment which currently apply after consultation and (where appropriate) negotiation with representatives of recognised trades unions and professional associations.

8.4.14 To determine the criteria to be used to select staff for redundancy within the terms of the Board's current Recognition and Procedures Agreement(s) and to make staff redundant or terminate their contracts within the terms of the limits set in the Financial Memorandum between the College and the funding body.

8.4.15 To consult and negotiate with representatives of recognised trades union and professional associations on behalf of the Board of Management;

8.4.16 To take disciplinary action against staff of the College up to and including dismissal subject to complying with the disciplinary procedures laid down by the Board.

8.4.17 To engage the services of outside persons, consultants, firms or organisations where it is necessary to carry out the functions of the Board, in cases where the authority to engage such services is not delegated to a Committee or is not reserved to the Board.

8.4.18 To deem an employee to be in breach of contract and to take appropriate action against such an individual within the College's policies.

8.4.19 To grant appropriate leave of absence with (or without) salary to enable staff to undertake work experience, approved courses or to attend approved meetings or conferences.

8.4.20 To grant leave of absence without salary for up to one year to enable staff to undertake lifelong learning, voluntary service or for other appropriate purposes.

8.4.21 To arrange programmes of in-service training and professional development for staff members.

8.4.22 To represent the Board in negotiating and implementing conditions of service in relation relevant College staff, including participation in National Bargaining processes.

8.4.23 To exercise any discretionary powers available in the implementation of contractual conditions of service in relation to all staff.

8.4.24 To approve the secondment of staff of the College to external agencies where the total cost for the secondment is recoverable and to approve the appointment, where necessary, of a temporary replacement for the duration of the secondment.

8.4.25 To sanction the payment of overtime allowances in exceptional circumstances above the salary level at which the Board have determined the normal entitlement to overtime will cease.

8.4.26 To sanction the payment of temporary responsibility allowances for a period of up to one year in accordance with the conditions of service.

8.4.27 To approve initial salary placing for staff within approved salary scales.

8.4.28 To administer, in accordance with any policy determined by the Scottish Government or the SFC or the Board, the disbursement of monies to students attending the College.

8.4.29 To administer, in accordance with any policy of the Board and other regulating body, the provision of financial or other assistance to students of the College.

8.4.30 To administer, in accordance with the Board's policy, the appeals system in respect of the College's Bursary and related Student Support Policies.

8.4.31 To set and amend as necessary the level of the tuition fees, examination expenses, maintenance and contribution scales for all courses and services offered by the College taking cognisance of periodic guidance issued on such matters by the Scottish Government and the SFC.

8.4.32 To waive or grant remission of tuition fees and expenses in special cases within guidelines set by the Board or which contribute to the achievement of the College's strategic priorities.

8.4.33 To authorise students and make financial contributions to enable students to attend courses and conferences and to undertake educational visits and excursions within and outwith the United Kingdom.

8.4.34 To authorise leave of absence with salary for staff to accompany students of the College to such courses and conferences and on such visits and excursions as mentioned in the preceding paragraph.

8.4.35 To take appropriate disciplinary action, including temporary exclusion and permanent exclusion, against students in accordance with any policies of the Board.

8.4.36 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.

8.4.37 To allocate and apportion accommodation within the College.

8.4.38 To grant use of College accommodation to outside bodies or person for the purposes of holding meetings and functions on such terms and conditions as are reasonable in the circumstances and in accordance with the College's Letting Policy.

8.4.39 To draw up specifications for, and to seek, tenders for the supply of goods and services to the College in accordance with the College's approved procurement procedures.

8.4.40 To open tenders for the supply of goods and services according to procedures set out in the Board's approved procurement policy and Financial Regulations.

8.4.41 To arrange for any necessary alterations or adaptations to College property and to enter into contracts and to incur capital expenditure for any amounts within delegated limits set out in the Board's Financial Regulations and provided that the alteration or adaptation does not effect any material change in the character of the College, and subject to tender procedures.

8.4.42 To apply to the appropriate authority for any necessary statutory consents.

8.4.43 Where it is competent and in the interests of the College to do so, to lodge with the appropriate authority, objections to the grant of any permission, licence, warrant etc.

8.4.44 To determine and control the standard of furniture, furnishings and equipment within the College.

8.4.45 To grant any wayleave or servitude over heritable property of the Board on such terms as may be appropriate.

8.4.46 After all necessary approvals have been obtained, to sign and enter into contracts for the supply of goods and services (whether bought, leased, hired or otherwise acquired) to the College on behalf of the Board, or to authorise another to enter such contracts, all within delegated limits set out in the Board's Financial Regulations and in accordance with the College's Procurement Procedures.

8.4.47 When it is judged to be in the interests of the Board to do so, to terminate contracts or to authorise the termination of contracts except in cases where the contracts have been specifically approved by the Board.

8.4.48 To check the financial standing of potential suppliers and clients.

8.4.49 To write off and dispose of equipment which is judged to be surplus to requirements, unserviceable or unrepairable up to the delegated limits set out in the College's Financial regulations and the Scottish Public Finance Manual and subject to a report being submitted as a matter of routine to the Finance & Resources Committee.

8.4.50 To provide courses requested by outside agencies and to negotiate in accordance with the approved fees policy appropriate charges which cover (as a minimum) the marginal costs of the provision requested, or, if considered to the particular benefit of the College, at a rate less than the marginal costs.

8.4.51 To administer any educational endowment which is transferred to and vested in the Board in terms of Section 19 (1) of the 1992 Act.

8.4.52 To raise funds for and apply them to any of the activities which the Board have power to undertake and have approved.

8.4.53 To sign cheques in accordance with the provisions for cheque signatories.

8.4.54 To monitor and manage any budgets for which he/she is designated budget holder.

8.4.55 To undertake periodic risk assessments and to take out any necessary insurance to protect the interests of the College and the Board.

8.4.56 To settle within delegated financial limits and without reference to the Board, claims made against the Board where there is no insurance and, whether or not a Court or Tribunal action has been raised, subject to any necessary approvals being obtained when Treasury Indemnity or other guidance from the SFC applies, such arrangements to be routinely reported for information to the Board.

8.4.57 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 of the College's income, assets and expenditure.

8.4.58 At all times comply with the Financial Memorandum, Conditions of Grant, Scottish Public Finance Manual and follow the College's Financial Regulations.

8.4.59 Take out any necessary insurances to protect the interests of the College, manage risk and agree settlement of claims.

8.4.60 On receipt of valid claims, to authorise the payment to Members of the Board or co-opted members of the Board's Committees such allowances and expenses as the Board may have determined after taking cognisance of guidance issued by the SFC.

8.4.61 To respond on behalf of the Board to consultative documents which may from time to time be sent to the College by the Scottish Government, SFC or other external agencies.

8.4.62 To consult on behalf of the Board with representatives of the Local Education Authority about the priorities contained within the College's Strategic Plan prior to its final approval by the Board.

8.4.63 To determine the dates of the College holidays and other details of the College's academic calendar.

8.4.64 To review annually the performance of members of the College's Strategic Management Team against predetermined targets.

8.4.65 To prepare the job descriptions and specifications of staff employed in the College and review and modify these to meet the perceived needs of the College.

8.4.66 To supervise, manage, deploy and support staff within the College.

8.4.67 To determine his/her own pattern of annual leave within the conditions of service which apply, for the time being to his/her post, subject to details being provided for information and approval to the Chair of the Board.

8.4.68 To facilitate the management of the College within the framework determined by the College Strategic Plan, the approved budget and any other policies determined by the Board.

8.4.69 To vire monies from expenditure heads within agreed budgets taking account of and complying with the College's Financial Regulations.

8.4.70 To oversee the implementation of the College's procedures to ensure that all staff are in membership of Disclosure Scotland's Protection of Vulnerable Groups Scheme.

8.4.71 To sign and date the report of the Board of Management of the Annual Accounts in terms of the account direction given by the SFC under the provisions of paragraph 18 of Schedule 2 to the Further and Higher Education (Scotland) Act 1992.

8.4.72 To sign all deeds and other documents binding the Board of Management for all purposes which relate to Schedule 2 to the 1992 Act.

8.4.73 To accept gifts of money, other property and services on behalf of the College and (in accordance with the Board's policy on the receipt of gifts): and to determine their application, or to set up a trust hold or administer them for the purpose for which they have been established.

8.4.74 To appoint a senior member of staff to deputise during periods of planned absence, if necessary.

8.4.75 To sign on behalf of the Board of Management applications for grant assistance from central government and/or other funding bodies.

8.4.76 To rescind, in the role of Chief Executive, any delegation to any nominated officer.

9. Previous Schemes

9.1 This Scheme of Delegation replaces any previous versions as may have been approved by the Board of Management.



South
Lanarkshire
College

East Kilbride

BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	Year End Management Accounts & Cashflow
REFERENCE	19
AUTHOR AND CONTACT DETAILS	Elaine McKechnie – VP Finance, Resources & Sustainability Elaine.McKechnie@slc.ac.uk
PURPOSE:	To update Members on actual financial results for the year ending 31 July 2024 in conjunction with a projection of cashflow based on actual income and expenditure to 31 July 2024.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: <ul style="list-style-type: none"> • note the financial position for the quarter and the narrative that supports the figures; • note the cashflow situation as notified to Scottish Funding Council and the SLT monthly
RISK	The main risks are to: <ul style="list-style-type: none"> • Going concern; that the College cannot maintain financial sustainability and is unable to provide high quality education and support to its students; and that • There are insufficient funds for capital maintenance and maintenance requirements.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • The Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The report contains a summary of income and expenditure for year to 31 July 2024 resulting in a YTD deficit of £602k. • The Board is asked to note that these draft management accounts do not reflect statutory, year end adjustments and so there may be some variation in the final year-end financial statements, of which a full reconciliation will be provided at the subsequent meeting. • The cash flow report submitted to the SFC is yet again a stark reminder of how precarious College funds will be once salary awards and general ongoing inflationary pressures are factored in. While there may be circa £2.1m in the bank at the of year 2024/25, with further cuts to grant funding in real terms, this would be eroded in further in 2025/26 in the absence of a strategic review and rationalisation of operations. • The Board should also be encouraged by the work that is on-going to monitor cash flow and realise additional

	income through bank accounts with greater interest earning potential, with the recent placement of £770,350 on a 6-month deposit from 2 August 2024.
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1 INTRODUCTION

- 1.1. This paper provides an overview of actual financial results for the year ending 31 July 2024 in conjunction with a projection of cashflow for academic year 2024-25 based on actual income and expenditure to 31 July 2024.

2 BACKGROUND

- 2.1 The financial results to 31 July 2024 and the cashflow contained within this paper continue to paint a familiar picture within the wider College sector, with depleted income levels and rising costs owing to a variety of generic inflationary pressures and geopolitical factors.
- 2.2 Learning and teaching core funding in 2024/25 will be maintained at the same level as 2023/24. However, this is only one of several income lines and does not account for any growth or desire to expand course offerings in the region.
- 2.3 As noted previously, the College is facing a further 2.89% funding cut in 2024/25 and with predicted deficits set to continue this year and beyond, the College needs to be more proactive in managing its cost base and identifying greater commercial income activity to try and protect resources and bring more financial stability to its operations over the next two years.

3 ASSUMPTIONS AND LIMITATIONS

- 3.1 The Board is asked to consider the limitations of the management accounts process at this current stage in the academic year; primarily:
 - 3.1.1 The management accounts have been prepared as at 26 August 2024. Utilising Power BI modules, progress has been made in identifying the potential value of income at each calendar month end and work is ongoing to embed this information into a more formal month end process across 2024/25.
 - 3.1.2 The financial data within the accounts has been verified to the finance system as at 31 July 2024. The Board is asked to note that these accounts represent management accounts only for the year and do not reflect full, year-end adjustments that will be recognised for financial statement purposes (e.g. grant funding releases, accurate fixed asset depreciation).
 - 3.1.3 While some of the more material adjustments have been made for amounts that relate to the period but have not yet been realised, full provision of accruals and prepayments for income and expenditure is scheduled to take place over the next 2-3 weeks in preparation for the year end external audit by Audit Scotland in October 2024.
 - 3.1.4 It was noted previously that the Finance team was looking to enhance the quality of monthly reporting for subsequent quarterly outputs from May 2024 onwards. Due to competing priorities and the time involved in undertaking a wider review of finance system future requirements, this is being now being targeted for roll out later in 2024.
 - 3.1.5 The Board is asked to note that the Finance team has a scoping session with a consultant at the end of August 2024 to discuss the project plan for updates to the finance system, with a consultant arriving onsite for a day in early September 2024 to

support with the critical changes required. The establishment of a profit and loss account, balance sheet and cashflow reports in the finance system will enable the finance team to build a monthly reporting pack as soon as the system updates are made and reporting has been tested and rigorously reviewed to ensure accuracy.

- 3.1.6 As per May 2024, the full year budget deficit of £761k reflects the least likely scenario of a 3% salary per annum award. With the likely settlement of pay award for curriculum staff matching the existing business support staff pay rise that was processed in June 2024, the expected overall deficit might have been higher. However, due to in year savings in salaries (circa £200k) and savings because of strike action deduction (£200k), the overall deficit is not expected to materially differ from this value.

4 MANAGEMENT ACCOUNTS: OPERATING SURPLUS/(DEFICIT)

- 4.1 Being mindful of the limitations above, the College has recognised an operating deficit of £602k in the year to 31 July 2024. As noted above, this result will be subject to detailed scrutiny in the coming weeks in preparation for external audit and as such, cannot be considered as final at this stage. A reconciliation between this draft result and the actual result will be prepared for the next Finance Committee & Board meeting in November 2024.
- 4.2 The deficit primarily reflects the increasing cost base facing the College. As noted previously, such financial pressures are being felt sector-wide and this result emphasises the requirement for closer monthly financial monitoring.

5 MANAGEMENT ACCOUNTS: INCOME

- 5.1 Total income of £17,322k has been received YTD, with £14,284k relating to Scottish Funding Council (SFC) grants, representing 82.5% of total income. SFC grant funding accounted for 82% of the college's income in 2022/23 (81% in 2021/22) and the national average, based on the SFC's review of 2021/22 college data, was 78%.
- 5.2 Funding from the Scottish Funding Council has been received across August – July 2024 in line with monthly drawdown submissions.
- 5.3 As noted previously, FWDF contains a £31k release of an overprovision in respect of 22/23 FWDF monies during the second quarter. This has been partially offset by the receipt of £15k in the first quarter for 22/23 FWDF additional offers from the SFC.
- 5.4 Fees of £1,990k reflect all course fees, vocational courses, school provisions and commercial income from the year 2024/25. This level of fees includes invoicing for both August 2023 and January 2024 intakes now that academic year 2023/24 has ended. This represents an increase of £264k on budget (15.3%).
- 5.5 Alternative Funding of £599k primarily represents a provision for residual modern and apprenticeship income, of which the full contract value of £627,307 is expected to fall short by £51k (total = £576,307) and £23k of Innovate UK funding.

5.6 Other income of £465k includes £165k of UK Shared Prosperity Fund income for numeracy skills for 23/24, £11k for Lanarkshire Communities Climate Action Hub, £208k for Rural Academy and £80k in respect of rent from the Nursery space.

6 MANAGEMENT ACCOUNTS: EXPENDITURE

6.1 Wages and salaries are £13,314k YTD, being under budget by £400k. Despite additional temporary lecturing activity in the curriculum staffing side in the early part of 2024, there are approximately £200k of in-year savings within business support; primarily due to leavers and some roles that have not been backfilled. The last quarter of 2023/24 saw a significant rise in the number of lecturing staff participating in strike action, and strike deductions across May and Jun 2024 account for further savings of approximately £200k.

6.2 Non salary expenditure/overheads of £4,610k (versus £4,555k budget) are overspent by £55k. Property spend is overspent by £489k reflecting increased utility prices and general inflationary increases impacting on routine service and maintenance contracts; further impacted by the increasing age of the building and the requirement to access services more frequently. A further £110k of VAT on utilities has been incurred this year as the College sought to correct an error in VAT charged on utility bills across the prior 4 years. With many of the routine service and maintenance contracts recently being put onto compliant procurement framework, the College would anticipate savings to materialise within the next academic year.

6.3 Academic supplies are overspent by £75k, reflecting raw material cost increases during the cost-of-living crisis; timber, metal and other building supplies.

6.4 Central services cost is £48k over budget reflecting legal costs incurred through 2023/24 in preparation for employment tribunals scheduled for November 2024, together with a £25k accrual in respect of accountancy consultancy charges for the employee pension contribution correction.

6.5 As previously advised, the capital funds from SFC of £218k reflect the intention of the College to utilise 25% of its full capital funding allowance on routine facility maintenance and servicing works. The residual 75% (£652k) will be capitalised on capital expenditure projects undertaken during 2023/24.

6.6 Net depreciation refers to the cost of depreciation that is met through self-funding initiatives as opposed to specific grant funding received and amortised at the same rate as the underlying asset depreciates. No depreciation is formally recognised mid-year as fixed assets tend to be reconciled at year end only, which has not yet been finalised. The prior year net depreciation figure for 2022-23 was £593k and against a budget of £620k. For illustrative purposes, these management accounts have been modelled on the full year budgeted value.

7 CASH FLOW

7.1 The College makes its cashflow return to the Funding Council each month. This incorporates its required drawdown, based on the grant in aid allocation, and it also incorporates a cashflow forecast for the year.

- 7.2 The Board are asked to note that the cashflow reflected in the paper is the College's August 2024 submission. The College anticipates a bank balance of circa £2.1M by 31 July 2025 which considers costs involved in a likely restructure as presented in the budget for 2024/25, together with the cash impact of backdated pay awards for curriculum staff in the first quarter of 2024/25 and the effective salary increase from 1 September 2024.
- 7.3 Despite proposed cash reserves of circa £2.1m on this submission by the end of the academic year 24/25, the lack of control around the setting of salary rates and the potential for further increases in 2025/26 and beyond is likely to continue to erode cash balances. The cashflow therefore supports the urgent need for a strategic review to rationalise expenditure and seek initiatives for income growth and income diversification.
- 7.4 The College continues to monitor its cashflow regularly and creates opportunity for some bank interest generation on balances held via bi-weekly transfers between the current account and a current reserve account with higher interest generation potential.
- 7.5 With Board approval in July 2024, the £750k on a 6-month short term deposit account that expired 02/08/2024 was reinvested, including the previously achieved interest of £20,350. The interest rate had fallen to 3.79% from 3.91% but is still expected to generate a further £14,798 on expiry on 03/02/2025. Despite the fall in interest rate, this rate still tracked above Business Reserve accounts and Liquidity 35-day and 95-day notice accounts on placement date, representing a better investment opportunity than continuing to hold the cash in the College's current account.

8 QUARTERLY MANAGEMENT ACCOUNTS TO 31 JULY 2024

Management Accounts to 31st July 2024		Note	12 Months to July 2024		
			2023/24		
			<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
			<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
INCOME					
	SFC - Grant in Aid	1	13,725	13,724	1
	SFC - ESF	2	59	376	(317)
	SFC - Capital	3	218	870	(653)
	SFC - Salaries Contribution	4	177	177	(0)
	SFC - Other	5	106	0	106
	Total SFC income	0.8245972	14,284	15,147	(863)
	FWDF	6	(15)	360	(375)
	Fees	7	1,990	1,726	264
	Alternative Funding	8	599	207	392
	Other income	9	465	69	396
	Total Income		17,322	17,508	(186)
EXPENDITURE					
<u>Wages & Salaries</u>					
	Recurrent		13,108	13,507	399
	SFC - salaries contribution		177	177	0
	Pension Provision		30	30	0
		10	13,314	13,714	400
<u>Non Salary Expenditure</u>					
	Property	11	1,449	960	(489)
	SFC - Capital		218	870	653
	SFC - Other	Contra	0	0	0
	Net Depreciation	12	620	620	0
	Central Services	13	887	839	(48)
	Marketing	14	127	130	3
	Academic supplies	15	1,156	1,081	(75)
	Cross College Costs	16	154	55	(99)
			4,610	4,555	(55)
	Total Expenditure		17,924	18,269	345
	Surplus / (Deficit)		(602)	(761)	159

9 SHORT TERM CASH FLOW PROJECTION

South Lanarkshire College				
Short term cash flow forecast				
Sep 24				
Balance at 26 Aug 2024	A	5,833,065	Note anticipated actual balance of £5,238,478 in prior month	
		Expected	Actual	
Inflow				
SFC grant in aid drawdown		1,372,398		Month 2 of drawdowns
SFC student support drawdown		404,423		Month 2 of drawdowns
SFC Capital Grant		85,007		Month 2 of drawdowns
		1,861,828		
Other (inc. fees)		250,000		
Expected inflow for Sep 2024	B	2,111,828		
Outflow				
Salaries - net pay		(1,700,000)		Payable 26th Sep 24 (incl. curriculum pay award settlement & pay rise effective 1 Sep 2024)
Salaries - deductions		(568,000)		Employee & employer salary contributions for Aug 24 payable in Sep 24.
Student support		(250,000)		Student support payouts expected to start for new academic year
Purchase ledger		(500,000)		
Capital grant expenditure		(200,000)		
Expected outflow for Sep 2024	C	(3,218,000)		
Movement during the month	(B - C) = D	(1,106,172)		
Expected cash at 30 Sep 2024	(A - D) = E	4,726,893		
Sums ring-fenced & carried forward from financial year 2022/23 & 2023/24				
Salary award at 1 September 2022 & September 2023		0		Curriculum staff
Job evaluation - unfunded		806,000		Additional Job Evaluation unfunded accrual for 23/24
Capital expenditure		850,260		Per CAPEX schedule for 24/25
ESF clawback provision		159,000		Additional clawback of £28k required in respect of 21/22 (Aug 2024)
Building retention		32,000		
Student funding to be repaid		0		
Apprentice support fund		6,000		
	F	1,853,260		
Provisions for items carried fwd from 2023/24 budget				
Professional fees		150,000		Includes £50K provision for pension consultancy
ET		800,000		Estimation of potential ET costs
	G	950,000		
Funds to be retained from cash balance				
	(F + G) = H	2,803,260		
Free funds forecast at 30 Sep 2024	(E - H) = J	1,923,633		Note: one month's salaries = £1.4m
Major contract income receivable in respect of 2023/24				
CTIB income		235,821		
		235,821		
SNIPF income		0		
Major contracts income receivable		235,821		

10 MONTHLY CASHFLOW SUBMITTED TO THE SFC (22 August 2024)

Monthly cashflow forecast:																		
	Actual				Current	Forecast											Totals	
	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Total	Total
	Actual	Actual	Actual	Actual	current	forecast	forecast	forecast	forecast	forecast	forecast	forecast	forecast	forecast	forecast	forecast	FY 2023-24	AY 2023-24
RDEL																		
Income from foundation (revenue)																	0	0
Other Income excluding EMA (revenue)	363,740	126,528	212,305	737,184	75,000	125,000	300,000	90,000	425,000	1,100,000	125,000	325,000	350,000	125,000	200,000	750,000	3,965,569	4,001,009
RSB funding																	0	0
Total RDEL income (excluding drawdown)	363,740	126,528	212,305	737,184	75,000	125,000	300,000	90,000	425,000	1,100,000	125,000	325,000	350,000	125,000	200,000	750,000	3,965,569	4,001,009
Wages and Salaries	1,066,818	1,052,464	1,342,237	1,267,365	1,250,000	1,750,000	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000	12,014,785	12,615,222
restructuring costs																	0	0
Other Operating Expenditure excl' EMA	392,547	162,516	428,490	299,587	400,000	650,000	600,000	500,000	1,025,000	400,000	300,000	300,000	200,000	200,000	450,000	300,000	5,281,489	4,433,887
NPD Unitary charges (paid by colleges)																	0	0
																	0	0
Donation to Foundation																	0	0
High priority backlog- resource																	0	0
Lifecycle maintenance resource		0	0	0		0	0	0	0	0	0	0	0	0	0	0	116,476	116,476
Student Support expenditure (excluding EMA)	529,181	494,885	70,751	107	404,423	404,423	363,981	363,981	323,539	404,423	202,212	121,327	485,308	323,539	363,981	283,095	3,597,770	3,629,719
Total RDEL expenditure	1,988,547	1,709,865	1,841,477	1,567,059	2,054,423	2,804,423	2,238,981	2,138,981	2,623,539	2,079,423	1,777,212	1,696,327	1,960,308	1,798,539	2,088,981	1,858,095	21,010,520	20,795,304
Net RDEL expenditure (a)	-1,624,807	-1,583,337	-1,629,173	-829,875	-1,979,423	-2,679,423	-1,938,981	-2,048,981	-2,198,539	-979,423	-1,652,212	-1,371,327	-1,610,308	-1,673,539	-1,888,981	-1,108,095	-17,044,951	-16,794,295
CDEL																		
Income from foundation (capital)																	0	0
Proceeds of sale of fixed assets																	0	0
Other income (capital)					391,034	85,007	76,507	76,507	68,006	85,007	42,504	25,501	0	0	0	0	561,209	384,690
Total CDEL income	0	0	0	0	391,034	85,007	76,507	76,507	68,006	85,007	42,504	25,501	0	0	0	0	561,209	384,690
Backlog maintenance capital					35,000	3,200	1,000	7,000	5,000	40,000	5,000	0					271,643	271,643
Lifecycle maintenance capital				21,744	10,000	30,000	30,000			100,000	50,000	95,000	140,000	169,560		129,313	233,113	155,546
Digital poverty				62,507							0	0					0	62,507
Other capital expenditure (land, buildings, fixtures, IT)																	905,441	128,825
Work in Progress (Assets Under Construction)																	0	0
Surrender of proceeds																	0	0
Total CDEL expenditure	0	0	0	84,251	45,000	33,200	31,000	7,000	5,000	140,000	55,000	95,000	140,000	169,560	0	129,313	1,410,197	618,521
Net CDEL expenditure (b)	0	0	0	-84,251	346,034	51,807	45,507	69,507	63,006	-54,993	-12,496	-69,499	-140,000	-169,560	0	-129,313	-848,988	-233,830
ODEL																		
Capital Loan/Lennartz Repayments (c)																	0	0
EMA																		
EMA income	0	9,550	13,500	5,580	2,340	0	1,320	2,640	8,370	11,580	4,830	20,785	0	9,550	13,500	5,580	76,935	80,495
EMA expenditure	4,890	13,500	5,160	540	0	1,350	2,610	8,370	12,390	4,020	7,800	10,380	4,890	13,500	5,160	540	68,010	71,010
Net EMA (d)	-4,890	-3,950	8,340	5,040	2,340	-1,350	-1,290	-5,730	-4,020	7,560	-2,970	10,405	-4,890	-3,950	8,340	5,040	8,925	9,485
Total Net Outflows/(Inflows) (a) +(b)+(c) -(d)	-1,629,697	-1,587,287	-1,620,833	-909,086	-1,631,049	-2,628,966	-1,894,764	-1,985,204	-2,139,553	-1,026,856	-1,667,678	-1,430,421	-1,755,198	-1,847,049	-1,880,641	-1,232,368	-17,885,013	-17,018,640
Opening Bank Balance	4,331,201	4,440,879	4,298,038	4,268,227	4,688,623	5,225,429	4,458,291	4,239,173	3,929,615	3,279,525	4,114,497	3,377,734	2,505,860	2,882,847	2,457,255	2,175,753		
Net Cash Available	2,701,504	2,853,592	2,677,206	3,359,140	3,057,574	2,596,463	2,563,527	2,253,969	1,790,062	2,252,669	2,446,819	1,947,313	750,662	1,035,798	576,614	943,385		
SFC Cash Drawdown Total	1,739,375	1,444,446	1,591,021	1,329,483	2,167,855	1,861,828	1,675,646	1,675,646	1,489,463	1,861,828	930,915	558,547	2,132,185	1,421,457	1,599,139	1,243,775	18,966,026	18,446,020
Closing Bank Balance	4,440,879	4,298,038	4,268,227	4,688,623	5,225,429	4,458,291	4,239,173	3,929,615	3,279,525	4,114,497	3,377,734	2,505,860	2,882,847	2,457,255	2,175,753	2,187,160		
	77	70	78	67	55	59	59	45	44	67	56	36	44	35	33	3		

11 EQUALITIES

11.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

12 RISK AND ASSURANCE

12.1 The main risks are to:

12.1.1 Going concern; that the College cannot maintain financial sustainability and is unable to provide high quality education and support to its students; and that

12.1.2 There are insufficient funds for capital maintenance and maintenance requirements.

12.2 Assurances continue to be given by the College that work will progress to provide greater accuracy and transparency in monthly reporting for the final quarter of the year. Furthermore, the College is committed to monitoring its cashflow in both the short and long term and with more robust monthly reporting, the College will continually aim to be proactive in managing its finances against the context of a challenging year due to sectoral funding cuts and general inflationary pressures.

13 RECOMMENDATIONS

13.1 Members are recommended to:

- note the contents of the report, the financial position for the quarter and the narrative that supports the figures; and
- note the longer term cashflow situation as notified to Scottish Funding Council and the short term cashflow situation as presented to the SLT monthly.



BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	SLC Strategic Risk Register Commentary
REFERENCE	20
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	To provide members with an update to the risk management arrangements of the College.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none">• Note the movements in risk scores since the last Register review and in particular, the increased risk re financial controls, credit targets, capital funding maintenance, failure to provide a robust learner experience and sustainability/net zero targets.• Note the reduction in risk scores in respect of providing an engaging and effective employee journey and in the failure to safeguard the health and wellbeing of staff students.• review and approve the strategic risk analysis contained in the College's Strategic Risk Register and the commentary therein.
RISK	<ul style="list-style-type: none">• That College strategic risks are not identified, and mitigating actions are not taken.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none">• Successful Students• The Highest Quality Education and Support• Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none">• Of the fifteen risks identified, five score has increased in while two scores have decreased.• The main challenges for the College continue to be financial sustainability and the ability to provide a robust learner experience because of ongoing strike action.• The College is encouraged by the work undertaken to enhance employee engagement and the support and safeguard the wellbeing of both students and staff.

Ref 20.1 SLC Strategic Risk Register

Ref 20.2 SLC Cyber Risk Register

1. INTRODUCTION

- 1.1. This paper provides a commentary on the College's strategic risk register as reviewed by the Senior Leadership Team on 06 August 2024. The risk register is an important document that demonstrates the College's commitment to the establishment and maintenance of effective governance and control arrangements.
- 1.2. As noted previously in May 2024, the strategic risk register now contains a risk 'cause' that seeks to label each risk as being either controllable (internally influenced) or uncontrollable (externally influenced). Controllable risks ordinarily encompass human, financial and operational risks, with uncontrollable risks encompassing market and political risks.
- 1.3. For the College sector, it is important to note that financial and political risks are interlinked due to reliance on central Government funding.

2. RISK ONE - FINANCIAL SUSTAINABILITY

- 2.1 Post-mitigation risk has been maintained at 16.
- 2.2 Despite enrolments being ahead of last year at this point (200 additional enrolments YoY), industrial action continues to threaten income streams in the form of threats to student recruitment and retention.
- 2.3 A further £29k of European Social Funding clawback has also been communicated to the College during the summer, taking the expected clawback from £34k to £63k.
- 2.4 The ongoing uncertainty surrounding final pay settlements for curriculum staff also puts significant financial strain onto the College.

3. RISK TWO - FAILURE OF FINANCIAL CONTROLS

- 3.1. Post mitigation risk has been increased to 12 from 9.
- 3.2. The College continues to be conscious of the added scrutiny on the organisation regarding financial controls and works closely with external and internal audit teams to identify risks and mitigate against them.
- 3.3. College recognises that the Pension and VAT reporting issues as advised in May 2024 have flagged a failure of financial controls but mitigating actions have been put in place and errors have been remedied where appropriate.
- 3.4. The College has also operated without a Head of Finance since last November 2023 but interviews are being scheduled imminently in the hope of filling the post soon. An additional resource has also been recruited on a 0.4 FTE basis to support the work of the finance administrators which should help with the overall financial control environment (starting September 2024).
- 3.5. Further work is being targeted to upgrade the College Finance System in September 2024 to enable more timely and accurate financial reporting capabilities which will enable better review of data and act as an enhancement to the overall financial control environment.
- 3.6. The College recognises that in the current environment, the probability of a financial control failure is higher however the impact would be expected to be lower, given mitigations in place and the ongoing work to bolster the control environment.

4. RISK THREE - CREDIT TARGET

- 4.1. The post mitigation risk has been increased from 3 to 6.
- 4.2. The College recognises that it faces an operational risk in the form of failure to retain apprenticeship contracts with local businesses and employers due to on-going strike action impacting on the resulting of students, which could impact on credit targets and other income. Specifically, the Construction area is a current risk, and the College may not be able to service all apprenticeships in bricklaying, painting and joinery.
- 4.3. Nevertheless, there is still demand in the area and recruitment is higher than previous year at this same point in time (200 additional enrolments). The College anticipates reducing this risk scoring as the academic year progresses into 2025 and enrolments are fulfilled.

5. RISK FOUR – THERE IS A BREACH OF LEGISLATION AND ASSOCIATED REGULATIONS

- 5.1. The College continues to be confident that its arrangements for and in particular, GDPR, means that it can record a lower risk score. The latest review has not flagged any concerns or requirement to change this risk score.
- 5.2. The Data protection team have worked through a number of ROPA with each area and are currently pulling together Info for an Asset Register. Records Retention Policy is now complete and published, actions will follow this publication via communication of this policy to improve document governance.
- 5.3. GDPR mandatory training has been rolled out and an internal Data Protection group has been established.
- 5.4. The College continues to meet sustainability reporting requirements and inputs to the PB Climate Change Report annually to be compliant.
- 5.5. The Health and Safety Policy has been refreshed and the College intends to roll out Health and Safety employment law training to enhance accountability and knowledge in that area for those impacted.
- 5.6. It is also the intention for the College to roll out 'Back to Basics' training, ensuring that all relevant policies and procedures are documented and known to all staff in each respective area.

6. RISK FIVE - CAPITAL FUNDING REQUIREMENTS

- 6.1. There has been an increase from 9 to 12 in risk scorings in August 2024.
- 6.2. The College acknowledges that there continues to be insufficient funding for capital and maintenance works however it does benefit from having a relatively new campus.
- 6.3. The College has also implemented quarterly CAPEX meetings to ensure progress is made on capital projects that are priority.
- 6.4. Two members of the College Management Team have also attended CDN workshops to discuss and input to the College Sector wide strategy for Digital and Physical Infrastructure and this has proved insightful, sharing ideas and plans with colleagues.

6.5. The College has further incorporated capital expenditure planning into curriculum planning cycles to enable more proactive, informed and timely decisions to be made to support curriculum areas most in need. at the end of March 2024.

7. RISK SIX – THERE IS A BREACH OF LEGISLATION AND ASSOCIATED REGULATIONS

7.1. As per risk four, the College remains confident that its current arrangements mean it can record a risk score that is not of immediate concern. No change currently required.

7.2. Staff resource is working to capacity to get through policies and procedures updated as required. Safeguarding updates have been published and rolled out to the Safeguarding group over the last quarter.

7.3. The College has updated the Health & Safety Policy in line with legal requirements. Risk assessments for 2024/25 are ongoing and reminders have been sent to curriculum areas to complete them at their earliest convenience in August 2024. Ventilation works in the paint rooms have been undertaken and the Occupational Hygienist has undertaken atmospheric and personal monitoring prior to the works and will revisit next month.

7.4. Face fit (mask) training has been delivered to affected staff in August 2024 to support with the safety of workshop practices within painting and decorating.

7.5. The College is also in the early stages of looking into an employee health surveillance programme, gathering the necessary information.

8. RISK SEVEN – BUSINESS INTERRUPTION

8.1. No change to risk scorings in August 2024.

8.2. The College is confident that its arrangements for business continuity allows it to report an acceptable level of risk, although further training for both staff and Board members is required.

8.3. As at August 2024, a Business Continuity Planning (BCP) scenario will be rolled out to SLT this term, which is based on the HEFESTIS change management process. The College insurance provider, AJ Gallaghers, have also offered to run a session to test the robustness of BCP procedures across 2024/25.

9. RISK EIGHT - DAMAGE TO THE INTEGRITY OF MANAGEMENT INFORMATION SYSTEMS

9.1. The risk scoring has been maintained at 3 in August 2024.

9.2. Cyber audit recommendations have largely been actioned with only 3 outstanding and cyber security continues to be a priority for the College.

9.3. A cyber risk register has now been prepared and will be monitored quarterly alongside the strategic risk register (please see appendix 08.2).

10. RISK NINE – FAILURE TO ACHIEVE ACCEPTABLY HIGH LEVELS OF LEARNING AND TEACHING

10.1. There has been no change to the risk scoring as at August 2024 (currently 4).

- 10.2. The Care Thematic review was extremely positive, as was the official feedback from the HM Annual Inspection visit.
- 10.3. The relaunch of the Quality manual (the SLC Way) that was introduced at the Staff Conference on 13th August 2024 will ensure consistency across all areas, be it curriculum or business support based. This further demonstrates the College's commitment to achieving high levels of learning and teaching.
- 10.4. The PDLT relaunch puts student evaluation at the forefront and the Colleges internal safeguarding procedures ensure an excellent student experience.

11. RISK TEN - THERE IS A FAILURE TO PROVIDE AN ENGAGING AND EFFECTIVE EMPLOYEE JOURNEY

- 11.1. There has been a reduction in risk scoring at August 2024, from 6 to 3.
- 11.2. The College has set out an Employee Engagement framework, which was launched at the Staff Conference on Tuesday 13th August 2024. This framework aims to build a culture of connectedness, togetherness, recognition, enablement and meaningful work across all areas of the College and the staff were asked to rate these engagement drivers and submit feedback on suggestions to Improve Employee Engagement Drivers.
- 11.3. Early feedback from the staff has been positive and the Executive Team are committed to taking feedback on board and implementing changes to help ensure an engaging and effective employee journey going forward.

12. RISK ELEVEN - THERE IS A FAILURE TO SAFEGUARD THE HEALTH AND WELLBEING OF STAFF AND STUDENTS

- 12.1. There has been a reduction in risk scoring at August 2024, from 6 to 3.
- 12.2. This is another positive area for the College and Student and Staff wellbeing and safety continues to be of utmost importance.
- 12.3. The College has recently secured a further minibus for the new term at the request of the Student Association who raised concerns for the safety of students across the winter.
- 12.4. Similarly, the Arm's Length Foundation (ALF) has continued to provide much needed financial support to provide free soups and sandwiches to students, not to mention the recent addition of the horticulture garden space to promote positive mental and physical wellbeing and funding for Student Counsellors.
- 12.5. The College is mindful of the strain on staff and students over COVID and the current challenges regarding cost-of-living crisis that will add to concerns. Additional resources have been brought in to assist both staff and students. As reported previously, the new HR management system, once implemented, will also assist with the management of employee wellbeing and development.

13. RISK TWELVE - THERE IS A FAILURE TO PROVIDE A ROBUST LEARNER EXPERIENCE TO SUPPORT ONWARD PROGRESSION

- 13.1. This risk has been increased from 9 to 12 as at August 2024.
- 13.2. Bursary risk tends to be higher at this point in the academic calendar. Nevertheless, the previous review of the internal process for 'lessons learned' from the administration of student bursaries to ensure quick dissemination of funding going forward and the

enhancement plan now in place to mitigate against the risk of delays from backlogs when assessing bursary applications is intended to support with an overall reduction in student dropout rates.

13.3. Similarly, standard monthly meetings with curriculum, student services and finance will ensure bursary application updates are communicated and any issues are resolved across departments on a timelier basis.

13.4. There are also some achievement gaps that have been identified by reportable performance indicators which need to be investigated. Current strike action continues to have a negative impact on the learning experience given delays to resulting student assessments and coursework. The College is also aware of a potential impact of ongoing industrial action on external quality assurance activities, which further heightens the risk to students.

13.5. The College also recognises that Service Level Agreements (SLAs) across curriculum and business support areas need to be incorporated to help support a robust learner experience, which will help to manage student expectations better in the event of, for example, faster response times.

13.6. The College is currently reviewing its Extended Learning Support (ELS) model currently at the College with a view to making some structural changes that will further support the student experience.

14. RISK THIRTEEN - FAILURE OF CORPORATE GOVERNANCE

14.1. No further change to this risk as at August 2024 (currently 6).

14.2. All corporate governance arrangements are up to date and a new Governance Professional has been appointed.

14.3. With the appointment of a new Chair of the Board, the College is confident that this enhanced level of Governance can be maintained given appropriate and key staffing appointments are now in place. Furthermore, a refresh of committees and the induction of Trade Union representatives as Board members has been undertaken and Committee Terms of Reference have been refreshed.

14.4. The Governance Professional is also intending on rolling out a strategy day for the Board in November 2024 to support the College with its assessment of risk appetite and to enable it to map assurances into the risk register.

15. RISK FOURTEEN – ADVERSE REPUTATIONAL RISK

15.1. There is no change to this risk scoring as at August 2024 (currently 12).

15.2. The College is acutely aware of potential reputational damage but has a communication plan in place and procedures for dealing with highly public crisis communications effectively and timely.

15.3. The College currently undertakes a rolling publication of good news stories across social media and general press platforms and social media guidelines have been developed to ensure that communications are appropriate. These guidelines will be rolled out to college staff in the coming weeks.

15.4. A stakeholder newsletter is set to be published later in August 2024 to support with the drive towards more positive communications from the College. External expertise is also being used to support the Marketing and Communications team.

16. RISK FIFTEEN – THE MEETING OF NET ZERO TARGETS

16.1. The risk scoring has been increased from 6 to 9 in August 2024.

16.2. The College Climate Change Action Team (CCAT) group has responsibility for setting out and delivering a project plan for further initiatives that will be undertaken to support the goal of net zero targets by 2040. This includes car charging ports, air tightness of the building, water conservation and aeration measures and further ground source heat pumps, to name but a few.

16.3. However, with both unknown and reductions in funding sources, it is increasingly difficult for the College to drive forward with larger capital investments. Scottish Government funding tends to be announced annually towards the end of the calendar year and is only available for a specific window, meaning that longer term plans cannot be put in place.

16.4. Despite the heightened risk, the College provided a sustainability update at the Staff Development Day on 15th August 2024 and has plans to put in place a Climate Change Risk Register. It will also work within the current funding restrictions to prioritise spend accordingly. The team are well versed in remaining vigilant to any new funding streams that might present.

17. EQUALITIES

17.1. There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

18. RISK AND ASSURANCE

18.1. That College strategic risks are not identified, and mitigating actions are not taken.

19. RECOMMENDATIONS

19.1. Members are recommended to:

- Note the movements in risk scores since the last Register review and in particular, the increased risk re financial controls, credit targets, capital funding maintenance, failure to provide a robust learner experience and sustainability/net zero targets.
- Note the reduction in risk scores in respect of providing an engaging and effective employee journey and in the failure to safeguard the health and wellbeing of staff students.
- review and approve the strategic risk analysis contained in the College's Strategic Risk Register and the commentary therein.

APPENDICES

Document 20.1 The College's Strategic Risk Register

Document 20.2 SLC Cyber Risk Register

BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	Education Scotland Annual Engagement Report
REFERENCE	21
AUTHOR AND CONTACT DETAILS	Angela Pignatelli angela.pignatelli@slc.ac.uk
PURPOSE:	To provide members with an update of the findings of the Education Scotland May 2024 Annual Engagement Visit.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: <ul style="list-style-type: none"> note the content of the report and the implications for the College and the student experience.
RISK	<ul style="list-style-type: none"> that the areas for development identified are not actioned resulting in an unsatisfactory report on next visit.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> Successful Students The Highest Quality Education and Support Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> The report findings give a grading of 'satisfactory' to the college; There are no main points for actions identified from the visit; The highlights the positive practice and aspects for improvement across the college; The areas of positive progress include: Key performance indicators, Quality Indicator (QI) 3.2 Equity, Attainment and achievement for all learners; QI 1.2 Approaches to assuring and enhancing the quality of learning and teaching including professional updating; QI 2.3 Learning teaching and assessment; QI 1.2 learners leading learning; QI 1.4 Evaluation leading to improvement. The areas for development include: A strategic and consistent approach to tracking and monitoring Meta Skills within college programmes; Learner representatives requiring sufficient training to undertake their role effectively and strengthening engagement levels in participation in the Scottish Funding Council (SFC) Student Satisfaction and Engagement Survey.

1. INTRODUCTION

- 1.1 The Education Scotland Annual Engagement Visit took place on 14 and 15 May 2024. The College lead His Majesty's Inspector of Education (HMIE), Sarah Halliwell and the HMIE team held a series of twelve meetings with curriculum staff, support staff, the student association, student representative and students, focussing on the progress made to date on improvement priorities and previous engagement outcomes.

2 BACKGROUND

- 2.1 The Annual Engagement team focussed on the key themes of learner progress and outcomes, approaches to assuring and enhancing the quality of learning and teaching including professional updating, and learner engagement.
- 2.2 The team also reviewed progress against actions identified in the college 2022-2023 review.

3 DISCUSSION

- 3.1 Within the report, there's a recognition and understanding of significant progress made across the key themes.
- 3.2 There are no main points for action.
- 3.3 A number of notable positive elements have been framed:
- 3.3.1 There is a recognition of significant progress across a number of aspects of the college key performance indicators (KPIs);
 - 3.3.2 There are 11 areas of positive progress identified against Quality Indicator 3.2 Equity attainment and achievement for all learners and no areas for development identified;
 - 3.3.3 There are 12 areas of positive progress identified against the Quality Indicator 1.2 Leadership for improvement of learning and teaching and 1 area for development identified;
 - 3.3.4 There are 8 areas of positive progress identified against Quality Indicator 2.3 Learning, teaching and assessment and no areas for development identified;
 - 3.3.5 There are 5 areas of positive progress identified against Quality Indicator 1.2 Learners leading learning and no areas for development identified;
 - 3.3.6 There are 3 areas of positive progress identified against Quality Indicator 1.4 Evaluation leading to improvement and 1 area for development identified.
- 3.4 The College has made appropriate progress from 2022 – 23 session.

3.5 Recommendations

The College should:

- 3.5.1 Take steps to ensure meta skills are tracked and monitored across all curriculum areas;
- 3.5.2 Strengthen the participation rates in the Scottish Funding Council Student Satisfaction and Engagement Survey;
- 3.5.3 Ensure student representatives undertake sufficient training to enable them in their role.

4 EQUALITIES

4.1 There are no new matters for people with protected characteristics or from areas of deprivation which arise from consideration of the report.

5 RISK AND ASSURANCE

5.1 That the college does not demonstrate satisfactory progress against the HM Inspection improvement priorities and recommendations, which may result in a poor review visit and poorer student experience.

6 RECOMMENDATIONS

Members are asked to:

- note the progress made from 2022 - 2023 academic session;
- note the content of the report, the areas for development and the implications for the College and the student experience.

Board of Management

DATE:	24 th September 2024
AGENDA REF:	22
TITLE OF REPORT:	Governance Rolling Review
AUTHOR AND CONTACT DETAILS	Peter Scott peter.scott@slc.ac.uk
PURPOSE:	To update the Board on the most up-to-date iteration of the Rolling Review and approve the proposed additions to content
KEY RECOMMENDATIONS/ DECISIONS:	<p>The Board is recommended to:</p> <ul style="list-style-type: none"> • Note that the Rolling Review is a dynamic document and is therefore always a work in progress and comment as appropriate on the latest iteration as attached. • Note and approve the extended scope of the Rolling Review which seeks to give the Board oversight of all matters affecting Governance and now includes Key Policies and the Key Governance Documents which are required for Compliance with the Code of Good Governance – all of which are required to be kept under review
RISK	Governance is recognised as a potential strategic management risk and appropriate mitigating actions such as maintaining a dynamic Rolling Review is fully consistent with best practice i .
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Highest quality education and support. • Sustainable Behaviors. • Successful Students
SUMMARY	<ul style="list-style-type: none"> • This report sets out the latest iteration of the Rolling Governance Review for information and comment. • It focuses on the principles of good governance with subheadings of importance relating to each principle. • It also includes key policies and governance documents which the College is required to keep under review

1. INTRODUCTION

1.1 This paper sets out the latest iteration of the Rolling Governance Review

2. GOVERNANCE IMPROVEMENT PLAN

2.1 The Governance Improvement Plan was established to address any identified or emerging issues identified in the ongoing review of Governance at South Lanarkshire College. This plan was completed, and the Board of Management agreed that there should now be a “Governance Rolling Review.”

3. GOVERNANCE ROLLING REVIEW

3.1 The principles of good governance are:

- 3.1.1 Leadership and Strategy
- 3.1.2 Quality of the Student Experience
- 3.1.3 Accountability
- 3.1.4 Effectiveness
- 3.1.5 Relationships and Collaboration

3.2.1 The Governance Rolling Review focuses on these areas, with relevant subheadings of importance.

3.2.2 The Rolling Review now provides visible audit evidence of the role of the Board in monitoring key Policies and key Governance documents such as the Scheme of Delegation, the Committee Terms of Reference and Standing Orders – all of which the College is obligated to keep under review.

3.2.3 Robust operational systems are already in place but it is consistent with best practice that the Board has visible oversight of all key matters affecting both governance and management.

4 RISK

4.1 Governance is recognised as a potential strategic management risk and the Audit & Risk Committee has already requested that the Governance Rolling Review should be a standing item on its agenda.

5 EQUALITIES

5.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

6 RECOMMENDATIONS

6.1 The Board is recommended to:

- Note that the Rolling Review is a dynamic document and is therefore always a work in progress and comment as appropriate on the latest iteration as attached.
- Note and approve the extended scope of the Rolling Review which seeks to give the Board oversight of all matters affecting Governance and now includes Key Policies and the Key Governance Documents which are required for Compliance with the Code of Good Governance – all of which are required to be kept under review.

ROLLING GOVERNANCE REVIEW DRAFT

The actions to deliver improvement contained in this plan will be developed and implemented to address any previously identified or emerging issues as noted by way of the “Ongoing Review of Governance” at South Lanarkshire College (SLC). This is proceeding following consultation with Board Members and Senior Staff. A RAG system has been used to enable tracking of progress against actions and timescales.

Development Categories	Issue	Action	By Whom and When	Status and Progress Update as at February 2024
Leadership & Strategy	1.1 Conduct in Public Life	Training in New Code of Governance to be provided	Governance Professional January 2023 already completed but Governance Professional to ensure that CDN online training completed by December 2024	<p>The new Code was formally adopted by the Board in January 2023 with a Briefing Paper provided by the then Governance Professional.</p> <p>Induction of all new members was by reference to the new Code and training to Trade Union Observers was likewise based on the new Code. All Board Members should however engage with the online training pack now available via CDN as part of ongoing training. A new training pack has been published and the target date for completion has been extended accordingly</p>
	1.2 Vision & Strategy	Involve Trade Unions (TUs) on Board	Governance Professional March 2024	TU Members have now been appointed to the Board and attached to committees
	1.3 Performance	Refresh paperwork for self-assessment and	Governance Professional	All now refreshed and good progress made towards

		evaluation and plan for externally facilitated self-assessment review	December 2024	externally facilitated self-assessment.
	1.4 Corporate Social Responsibility	Improve dialogue & communication with all stakeholders	Principal / Chair March 2024	The stakeholder letter has now recommended
		Board member involvement in the understanding of learning, teaching and assessment and work of the College. Subject to agreement with teaching staff.	Principal / Vice Principal for Learning and Teaching and the Student Experience. March 2024 for Board approval.	<p>This is to provide an opportunity for Board members to engage with staff and students. They may do this by:</p> <ul style="list-style-type: none"> • Speaking with curriculum managers or support managers; • Informally (and with agreement and notification) pop into classrooms to speak to lecturers and students where appropriate. • Attending (with prior agreement) team meetings. <p>Target dates met.</p> <p>In Committee it was recommended that the Board be represented at staff events, where appropriate.</p>

2 Quality of Student Experience	2.1 Relevant High-Quality Learning which meets local, regional and national skills needs.	Board members through strategic planning days to undertake a curriculum review.	Principal and Vice Principal for Learning, Teaching and the Student Experience April 2024	At the April Planning Day members participated in a skills planning workshop, with external input. HMI has presented to Board following the Annual Engagement Visit and committees briefed on a satisfactory outcome.
	2.2 Student and Engagement and Quality Monitoring & Oversight	Work with the Student Association (SA) and Class Reps to improve Quality Monitoring feedback. Identify mechanisms for recognising and rewarding input of student body to support quality	Vice Principal Learning, Teaching and the Student Experience Ongoing	Reinstate the Student Parliament with Board members attending where appropriate. Also, through the Board Member Conversations as outlined in 1.4 give members an opportunity to engage with students. The Learning and Teaching Committee oversees progress of the Quality Enhancement Plan presented. Where possible the College would welcome more Board member involvement, and there has been a “Dragons Den” initiative which has been successful.
3 Accountability	3.1 Accountability & Delegation	Involve staff in discussions on facing challenge	Principal and VP for Finance, Resources and Sustainability Ongoing	Board Members and management appropriately briefed on Training Day April 2024 All staff receive a key message update after every Board meeting.

	3.2 Risk Management	Connect risk appetite to risk register	Vice Principal Finance, Resources and Sustainability November 2024	Consult with the Internal Auditors on providing a further risk appetite session due to new board members joining. Good progress with work on consolidation of the risk register.
	3.3 Audit Committee	Membership to be adjusted in line with New Code	Governance Professional	Implemented.
	3.4 Remuneration Committee	Terms of reference to be revisited.	Governance Professional & Chair	Implemented
	3.5 Financial & Institutional Sustainability	Identify opportunities and address challenges in context of “flat cash” settlement.	Principal and Vice Principals Ongoing	At the April planning day review income diversification opportunities with Board members and options for collaboration were discussed. This is work is in progress and the Board have also had discussions relating to the new strategic priorities.
		Explore options for best use of resources to generate income.		
		Explore options for 3 rd sector partnerships.		
		Explore possibility of identifying a university MBA research project for measuring cost -v- value efficiency	Vice Principal for Finance, Resources and Sustainability Ongoing	This is being considered at the Tri Partite Group with Scottish Government, Scottish Funding Council and college representatives. Business

				Planning is under active consideration.
	3.6 Staff Governance	Facilitate regular opportunities for Board members to engage with staff and staff representatives	Principal & Governance Professional [Ongoing]	It will be useful to hear advice from Trade Union Board Members and others
		Improve information flow to appointed staff representatives	Principal & Governance Professional [Ongoing]	Governance Professional publishes meeting minutes to website. But again taking advice from staff and trade Union Members will be helpful with a view to publishing a college wide update on key discussion points following Board meetings, where appropriate.
		Involve appropriately skilled staff by way of attendance at Committee Meetings and also participation in Strategy and Training days	Principal & Governance Professional Training Day – 30 th April 2023	Considerable progress made but always room for discussion on potential for improvement. Members of the Senior team regularly attend Committees to present on items, for example Learning and Teaching and the Audit and Risk Committee.
4.1 Effectiveness	4.2 Board Chair	Plan for appointment of new Chair in 2024	Principal & Governance Professional June 2024	Implemented
	4.3 Senior Independent Member	Refresh Training & Support	Governance Professional	A new SIP requires targeted training albeit Board Training generally has included this.

	4.5 Board Members	Identify Training needs	Governance Professional November 2024	The 2023 self-assessment identified perceived training needs and feedback from the April Training day and from the 2024 self-assessment will further inform this. Very much work in hand. Some slippage as new members have joined the Board and two more being recruited
	4.6 Principal & Chief Executive	Set objectives and identify any training needs.	Chair November 2024	New remit for Chair's Committee addresses this but some work still to be done
	4.7 Governance Professional	Recruit new postholder	Board	Implemented
		Agree overarching policy on resolving issues around grievance, breach of contract and conflict of interest	Governance Professional / Human Resources Director	The new Chairs Committee remit now provides a suitable mechanism. This has now moved from red to green.
	4.8 Appointment Induction & Training	New processes in anticipation of TU membership	Governance Professional [Ongoing]	SLC has had TU observers at Committees and Board for several months. Formal induction has now taken place and also special training provided for committee Chairs.
	4.9 Board Evaluation	Revisit and refresh process and procedure	Governance Professional [Ongoing]	The way forward will be informed by an externally facilitated Self-assessment exercise, but new feedback forms are in place with a view

				to minimising the impact on Board Member time. The GP is currently working with the Chairing Member on refreshing the skills matrix.
5 Relationships & Collaboration	5.1 Partnership Working	Build Collaborative initiatives with Regional Partner	Governance Professional and Principal June 2024	Projects identified for training & development. In addition, the Principal of South Lanarkshire College and the New College Lanarkshire Principal have started to meet regularly to consider options. Also, the Skills Led Region Planning sessions facilitated by Colleges Scotland for further collaboration, as well as the College West Partnership. Quarterly meetings are held with South Lanarkshire Council relating to collaboration.
		Community Development	Principal and Vice Principal for Learning Teaching and the Student Experience. [Ongoing]	At the Strategic Planning Day further opportunities for working were discussed for links with the community – including, potentially the Principal and/or the Chairing Member to meet with the new Chief Executive of South Lanarkshire Council.

6 Other	6.1 Equalities	Equalities Awareness Training	Governance Professional Ongoing Training	A dedicated training session has already been provided by the former Governance Professional and is available on the Board Portal, but a refresher might usefully be considered at some future point. The Board manual now includes a briefing on this topic
	6.2 Student Association Support & Recognition	Student Awards Funding	Management Ongoing Support	Senior staff are already supporting the SA in seeking funding from the Educational Foundation but further mechanisms for rewarding student effort are being considered.

Schedule of Key Policies & Procedures		
Policy	Date	Due for review
Anti Bribery Policy	September 2024	September 2027
Dignity at work	July 2023	July 2026
Disciplinary Policy & Procedure	July 2023	July 2026
E Signature Policy	June 2024	June 2027
Equality Policy	Nov 2023	Nov 2026
Fee Waiver Policy	July 2023	July 2026
Fees Policy	June 2024	June 2027
Finance Regulations	June 2024	June 2027
Fraud & Anti Corruption Policy	June 2024	June 2027
Grievance Policy & Procedure	July 2023	July 2027
Lettings Policy	September 2027	Currently before Board
Procurement Policy	June 2024	June 2027
Safeguarding Policy	June 2024	June 2027
Staff Code of Conduct	Oct 2023	Oct 2026
Student Discipline Policy & Procedure	April 2023	April 2026
Whistleblowing Policy	July 2023	July 2026
<i>Note that this element of the Rolling Review is under ongoing review and further policies may be added at request of Committees</i>		

Schedule of Governance Documentation for Ongoing Review		
Code of Conduct	Reviewed as required by Standards Commission	Up to date
Committee Remits	For review four yearly or as required	Last review 2024
Scheme of Delegation	Ditto	Last review 2024
Standing Orders	Ditto	Last review 2024
Code of Good Governance	Current edition 2022	Adopted

BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	Learning Teaching and the Student Experience Committee Chair's Report
REFERENCE	23
AUTHOR AND CONTACT DETAILS	Jo Gill Chair of the Learning, Teaching and the Student Experience Committee
PURPOSE:	To provide the Board with a report from the Chair of the Learning, Teaching and the Student Experience Committee from the meeting held on 28 August 2024
KEY POINTS	<p>Board Members are asked to note the following updates from the reports presented for discussion and information.</p> <p><i>Student Association Report:</i></p> <ul style="list-style-type: none"> • New Student President Catriona Blacker and Vice President Jack Whyte have been successfully appointed; • Update on the renewal of the Emily Test Gender-Based Violence (GBV) Charter due in November; • Summary of the various initiatives to support student poverty, cost of living crisis were noted such as free breakfast and lunch provision and the student larder; • Support and drive for the Student Mental Health Agreement (SMHA); • Overview of the 2024-2025 Student Association Operational Plan and plans for Freshers Week activities on 9 – 11 September 2024; • Other activities to date include the launch of SLC branded hoodies; NUS Lead and Change seminar attendance; Pride Event and events planned for the remainder of the year. <p><i>Curriculum, Quality and Development Update:</i></p> <ul style="list-style-type: none"> • The College has met the credit target for 2023 – 2024 pending the credit audit; • end of year retention remains high at 87% with curriculum teams working hard to support students to complete their qualifications. • student recruitment is steady but has been impacted by industrial action, particularly in relation to our apprenticeship contracts; • Industrial Action, in the form of Actions Short of Strike Action (ASOS), has had significant negative impact on students in session 2023/24;

- The Education Scotland Final report gives a grading of 'satisfactory' to the college with no main points for actions identified from the visit and the report highlights the positive practice and aspects for improvement across the college;
- An overview of the new quality arrangements under QAA was given and is on the main Board agenda for discussion;
- There remains significant good practice and good news stories in relation to student and staff achievement and success across 2023 – 2024.

Benchmarked Performance Indicators report for 2022/23:

- The Committee were pleased to learn of the real success story in relation to the attainment rates for FE at both FT and PT level for 2022 to 2023 session. FE FT attainment is 73% which is a 12% increase on the previous year with attainment FE PT at 82% which is an 8% increase.
- There has been a slight decline in HE attainment however the committee were assured that action planning has taken place in some areas and further action planning is underway on this.
- Nationally for Full Time FE the college sits in third position with only Newbattle and Lews Castle college at the top who cater for 121 students combined.

Quality update:

- The student voice remains central to the College's self-evaluation process, and work in underway to enhance engagement;
- Evaluation processes will be further developed in response to SFC & QAA requirements;
- The Quality Audit Group concluded the planned annual programme;
- Qualification approval activity for 2023-24, supported curriculum enhancement;
- External qualification verification and quality assurance activity for 2023-24 has not fully concluded;
- External examination activity concluded successfully;
- Quality continues to engage with external partners to promote enhancement, develop practice and knowledge share with internal and external partners;
- Quality assurance and quality enhancement systems and processes have been updated as per college's Quality Enhancement Plan.
- The college launched the new SLC Way, evaluative cycle at the recent all staff conference in August.

Developing the Young Workforce Update:

- Foundation Apprenticeship (FA) provision has sustained growth with 6 frameworks being offered across 14 cohorts;

- This academic session all FA courses are within the Consortium Agreement with the Local Authority and will deliver a baseline income of £233k. There will be no credit baring FAs in academic session 2024/25;
- No new senior phase independent options (Pathway 2) being offered in this academic session;
- The College continues to engage with schools to showcase SLC as a viable next step in their education and attends a range of school events where possible;
- The College will continue to engage with our DYW regions stakeholders.

Marketing and Communications Update:

- College Event Information including College Local Innovation Centres (CLIC) stakeholder event on 17 May; Open Evening on 21 May; SNIPEF Scottish Plumbing Apprentice of the Year on 7 June; Glasgow Pride on 20 July and upcoming graduation on 12 November 2024;
- Summary of the applications for August 24 start courses including an update on August 24 Recruitment Campaign.
- Digital, website, social media, campaigns and brand roll out updates were provided;
- And positive news stories.

Complaints Handling Update:

- The number of complaints received within the 2023/2024 Quarter 4 is less than the same reporting period in the previous year;
- the College complies with SPSO governance and
- the annual Complaints Performance Report will be published in November 2024.

BOARD OF MANAGEMENT MEETING

DATE	24 th September 2024
TITLE OF REPORT	Human Resources Committee (HRC) Chair's Report
REFERENCE	23b
AUTHOR AND CONTACT DETAILS	Peter Sweeney, Interim Chair of the HR Committee Peter.Sweeney@slc.ac.uk
PURPOSE	To provide the Board with a report from the HRC Chair, including matters discussed during the HRC meeting on 5 th September 2024.
KEY POINTS	<p><i>Voluntary Severance (Reserved Item)</i></p> <ul style="list-style-type: none"> • The Committee were presented with 3 papers regarding a proposed voluntary severance approach: • 1. Business Case – this was reviewed and discussed. This was also presented to, and the numbers reviewed at, the Finance and Resources Committee. • 2. The Scottish Funding Council Application form – this was reviewed and discussed. • 3. Key Messages and Questions and Answers document, looking at the plan of what that will be communicated with employees. <p><i>HR Committee Remit</i></p> <ul style="list-style-type: none"> • The Committee reviewed, discussed and agreed on the remit of the HR Committee. <p><i>HR & People Strategy Status</i></p> <ul style="list-style-type: none"> • This was a status update on the action detailed in the 2022-2025 HR & People Strategy. • Members noted that most actions have commenced, and that the majority are in progress. • Some items are delayed, largely driven by the continuation of the implementation project for the HR & Payroll System. The Committee were also updated on the escalation of the project delays. • The Committee noted that the implementation of the newly launched Employee Engagement framework will enable several of the in-progress actions to conclude. • The Committee have asked for an update at the next Committee meeting.

Employee Engagement

- The Committee is pleased to note the successful launch of the new employee engagement framework during the Staff Conference in August.
- This included departmental feedback on current performance against each of the 5 Employee Engagement drivers, as well as detailed proposals from each department on how to enhance the Employee Engagement drivers further. These are currently being finalised, before empowering teams to progress their proposals.

Quarterly HR Report

- No significant new issues to note for the headcount movements and Health & Wellbeing sections.
- Feedback was very good from both the Staff Conference and Staff Development Day in August, with both feedback suggesting they were better than in previous years.
- Both UNISON and EIS-FELA have accepted pay awards and therefore this has concluded strike actions and actions short of strike.
- The part-time Pensions Project is progressing in line with the project plan, and is still expected to fully conclude by February 2025.
- There are some delays in the HR & Payroll System implementation project. The College has escalated matters with the vendor.

Quarterly Health and Safety Report

- Minor change to the housekeeping inspections to improve reporting and closure.
- Ventilation issues were raised in the Painting and Decorating workshops. Upgrade works have been completed.
- There has been a significant decrease in the number of accidents for this reporting period. These are in line with the start of an Academic Year.
- There was one fire alarm activation over the reporting period.

BOARD OF MANAGEMENT

Date	24 September 2024
TITLE OF REPORT	Audit & Risk Committee Chair's Report for the South Lanarkshire College Board and the Lanarkshire Regional Strategic Body
REFERENCE	23c
AUTHOR AND CONTACT DETAILS	T. Feely Chair of the Audit & Risk Committee tom.feely@slc.ac.uk
PURPOSE	To provide the Board with a Report from the ARC Chair including matters discussed during the ARC Meeting on 27 August 2024
BOARD ACTIONS / POINTS TO NOTE	<p>The Board is asked to note key points, especially:</p> <ul style="list-style-type: none"> • The Committee suggested that management compare the £10,000 threshold for capitalisation of fixed assets with similar colleges as the current threshold seemed low by comparison with commercial practice • The progress made with the SLC Audit follow ups • The positive Student Services Audit • The excellent progress with the Rolling Audit Recommendations • The encouraging work carried out in respect of the Strategic Risk Register and the Risk Management Strategy • The innovative development of a cyber risk register

KEY POINTS**Rolling Review**

- This has proved to be a useful tool in monitoring areas of potential risk and would now be a standing item on the agenda.

External Audit

- The proposed Accounting Policies for Financial Statements appeared entirely appropriate but on a point of operational detail the committee commented on what appeared to be a rather low threshold for capitalisation of fixed assets.
- It was accepted that this might prove to be a standard figure throughout the sector but the committee would be comforted if management could carry out a comparison with other colleges to see if a more commercially realistic figure had been adopted elsewhere.

Internal Audit

- Internal Audit follow ups revealed that of 24 recommendations, 7 had been fully implanted, 11 had been partially implemented, 5 were work in hand and only 1 was making little or no progress and while this showed good overall progress the Committee will keep this under review.
- Student Services Audit had produced a very positive outcome with a "Good" level of assurance.
- Business Process Review and Space / Room utilisation Audit was proceeding satisfactorily, and management was to be commended for taking forward three helpful recommendations

Rolling Audit Recommendations Commentary and Monitor

- These combined to demonstrate excellent progress and the work on cyber security was particularly noteworthy.

Risk Management

- Risk scores had moved since the last review demonstrating a pro-active approach to this dynamic subject area.
- The Strategic Risk Analysis was sound.
- The introduction of a dedicated cyber risk register was a most welcome innovation and, indeed, appeared to demonstrate sector leading best practice.
- Most welcome was the level of engagement with this topic at the staff conference and management should be encouraged to maintain this momentum.
- The committee considered a most helpful paper on Risk Management Strategy – which was felt to be good starting point in the development of an effective strategy going forward to meet challenges and identifying opportunities.

VAT on Utilities

- This had already been identified as a historic oversight but nonetheless a reportable lapse.
- Management clearly has this well in hand, but the Committee will maintain a watching brief until this issue is resolved.
- Progress towards resolution appears well on target.

Pensions Update

- Again this was a historic lapse and again was reportable.
- A route towards resolution has clearly been identified and steady progress is being made – albeit the devil is in the detail.
- The Committee has been comforted by the diligence of management in their robust investigations to ensure that this and the VAT issue represent the only historic issues requiring to be addressed but will require regular updates until the matter is fully resolved.

Anti -Bribery Policy

- This represents the latest in a suite of policies dealing with fraud and dishonesty.
- Management is to be commended on their forthright stance in this subject area.

Conclusion

There are clearly financial and other challenges ahead but South Lanarkshire College is planning ahead and seems well placed to make use of its resources to be best effect and to manage, likewise to best effect, the risks facing the sector as a whole.

BOARD OF MANAGEMENT

DATE	24 September 2024
TITLE OF REPORT	Finance & Resources Committee Chair's Report for the South Lanarkshire College Board and the Lanarkshire Regional Strategic Body
REFERENCE	23(d)
AUTHOR AND CONTACT DETAILS	Scott Coutts, Chair of the Finance & Resources (FRC) Committee Scott.Coutts@slc.ac.uk
PURPOSE	To provide the Board with a report from the FRC Chair, including matters discussed during the FRC meeting on 3 September 2024.
BOARD ACTIONS / POINTS TO NOTE	<p>The Board is asked to note key points, especially:</p> <ul style="list-style-type: none"> • The College's plan to launch a Voluntary Severance Scheme. • Ongoing work to enhance governance and control in the form of the fee-waiver policy, revised FRC terms of reference, consideration of accounting policies for financial statements 2024-25 and the initiation of a Lettings Policy to be brought to the Board on 24 September 2024. • The submission of the Financial Forecast Return (FFR) to the Scottish Funding Council (SFC) on 28 June 2024 • The management accounts to 31 July 2024, noting statutory year end adjustments are still in progress. • Quarterly updates from procurement, facilities and the Climate Change Action Team (CCAT) in respect of compliant procurement spend and sustainable behaviours.
KEY POINTS	<p><i>Reserved Item: Commercially Sensitive Data</i> <i>SFC Application for Voluntary Severance Scheme</i></p> <ul style="list-style-type: none"> • The Committee considered and fully discussed the College's intention to launch a Voluntary Severance Scheme. The Committee noted that Voluntary Severance Scheme is a last resort and is a long-term solution in response to the funding changes in the sector. The Committee were reassured that the College will undertake a fair and transparent voluntary redundancy process in consultation with Trade Unions. It was noted by the Governance Professional that the report and discussions were fully code compliant and subject to a few additions, the Committee were happy to propose that the discussion be brought to the Board on 24 September 2024 for further discussion and approval.

Fee Waiver Policy 2024-25

- The Committee noted the terms of the policy based on the policy issued directly by the Scottish Funding Council (SFC) and remitted it to the Board for approval.

FRC Terms of Reference

- The Committee approved the terms of reference and remitted same to the Board for approval.

Accounting Policies for Financial Statements

- The Committee noted and fully discussed the proposed accounting policies for use within the 2024-25 Financial Statements. The Committee considered a change to the wording of the fixed asset policy, to clarify that some capital funding monies may still be expensed through income and expenditure if the capital items purchased fall under the £10,000 threshold. The Committee asked the College to make enquiries with other Colleges regarding the appropriateness of the £10,000 threshold for the capitalisation of fixed assets.

Reserved Item: Commercially Sensitive Data**SFC Financial Forecast Return – Commentary and Submission**

- The Committee noted the terms of the paper, setting out financial projections for the 3 years to 2026/27. IN the absence of any strategic review the College would continue to recognise substantial deficits. It was noted that the paper presented was centred around the success of income diversification. Following constructive conversation and input from the Committee regarding the Business Continuity Plan appendix, the College will update the Business Continuity Plan. The Committee stated that the terms of this paper gave confidence in forecasting.

Quarter 4 Management Accounts

- The Committee noted the financial position for the quarter and year end and the narrative that supports the figures along with the cashflow situation as notified to Scottish Funding Council and the SLT monthly. The College advised that the deficit of £602k is still subject to year end statutory adjustments and as such cannot be considered as final at this stage. The Committee explored the issue in downturn in apprenticeships and the ongoing monitoring and work undertaken by the College to safeguard contracts and student success. For the next meeting, the Committee are keen to explore treasury management and cash reserves policies at a future meeting. The Committee would also like to consider a future paper on delegated authority for the principalship.

Cashflow Report

- The terms of the cashflow report were noted and considered with the management accounts. The College anticipates holding reserves of approximately £2m by the end of July 2025 following the settlement of all outstanding pay awards.

Quarterly Update – Procurement

- The Committee noted the terms of the report. It was noted that Procurement compliance has vastly improved, and thanks were given to the Procurement Team for working with colleagues to enhance procurement procedures.

Quarterly Update – Facilities

- The Committee noted the terms of the report. The Committee noted that the general waste category remains high, and work is ongoing to encourage the correct use of recycling bins. The Committee were advised that clear notices are placed on bins and the All-Staff Conference on 15 August 2024 had a focus on sustainability to encourage all staff and students to employ more sustainable behaviours around waste management in their daily roles.

Quarterly Update - Climate Change Emergency Action Plan

- The Committee noted the terms of the report and stated that the College is moving in the right direction regarding Net Zero. The Committee raised concerns regarding the UKRI CLIC initiative, noting that the College is six months into a one-year pilot and to date and there has not been much movement. The College is to provide regular updates to the Committee and Board should there be risks of funding clawback if the project does not generate sufficient interest.

Capital Expenditure Plan

- The Committee noted the terms of the expenditure plan. Spend for the year is just under £1m. The Committee were encouraged by the quarterly capital expenditure (CAPEX) meetings that the College has reinstated to enable close monitoring and review of project work across 2024-25. The College has a CAPEX budget of £850k for the year 2024-25.

Any other business - Lettings Policy

- The Committee were advised that the Governance Professional has created a draft Lettings Policy to be placed before the Senior Leadership Team and the Board, the Committee gave its **approval**.

Any other business - Employment Tribunal Costs

- The Committee advised that it would be beneficial for the Finance and Resources Committee **to** be provided with monthly updates on the Employment Tribunals and the current total spend. Until the conclusion of the hearings, as an **action point**, Employment Tribunal Costs will remain a standard agenda item.