

Financial Regulations

2018

Handbook for Staff

the place of useful learning

The University of Strathclyde is a charitable body, registered in Scotland, number SC015263

Financial Regulations

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Financial Regulations

A General Provisions

1 Introduction

The University was established by Royal Charter in 1964. The University's structure of governance is laid down in the instruments of incorporation, the Charter and Statutes. These can only be amended by order of the Privy Council. The University is accountable through its governing body, the University Court, which has ultimate responsibility for the University's management and administration.

The University has charitable status and is recorded on the index of charities maintained by the Office of the Scottish Charity Regulator (Charity Number SC015263) under the provisions of the Charities and Trustee Investment (Scotland) Act 2005.

The Financial Memorandum between the Scottish Funding Council (SFC) and the University, dated 1 December 2014, sets out the terms and conditions on which funds are made available by the Scottish Government. The University Court is responsible for ensuring compliance with any conditions attaching to a grant of public funds. The University is obliged to adhere to SFC's Financial Memorandum - Mandatory Requirements, which requires it to take account of good practice in the management of all of its activities and resources including its finances, risk and internal control procedures.

This document sets out the University's Financial Regulations, translating into practical guidance, the University's policies relating to financial control. The purpose of these Financial Regulations is to provide management with assurances that there are controls in place to ensure that resources are being properly applied for the achievement of the University's strategic plan and business objectives on a sustainable basis including:

- maintaining financial sustainability
- achieving value for money
- fulfilling its responsibility for the provision of effective financial controls over the use of public funds
- ensuring that the institution complies with all relevant legislation
- safeguarding the assets of the institution

These Financial Regulations, therefore, form part of the University's overall system of accountability and control. Although supporting policies and procedures are not necessarily included in full within the Financial Regulations, references and links to relevant webpages and related documents are included.

2 Status of Financial Regulations

The Financial Regulations were approved by the University Court on 1 May 2018 and supersede all previous versions of the Financial Regulations. They apply to the University and all its subsidiary undertakings and to all funds (whether public or otherwise) under the control of the University.

The Financial Regulations are subordinate to the University's Charter and Statutes and to any restrictions contained within the University's Financial Memorandum with SFC.

The Executive Team is responsible for periodically reviewing the Financial Regulations, through the Chief Financial Officer, and for recommending to the University Court any additions or changes necessary. In exceptional circumstances Executive Team may authorise a departure from the detailed provisions therein, such departure to be reported to the University Court at the earliest opportunity.

Compliance with the Financial Regulations is compulsory for all employees of the University. A member of staff who fails to comply with the Financial Regulations may be subject to disciplinary action under the University's Disciplinary Procedure. The University Court will be notified of any such breach through the Audit and Risk Committee. It is the responsibility of Heads of Departments/Schools and Professional Services Directorates to ensure that their staff are made aware of the existence and content of the University's Financial Regulations and to ensure that there are effective controls in place to enable compliance to be monitored.

B Corporate Governance

3 The University Court

Under the terms of the University Charter, the University Court is the governing body of the University. It is composed of twenty-four members both internal and external to the University. The internal members are staff and students of the University and include the Principal and Vice-Chancellor, the Vice-Principal, five members of Senate, one member appointed by the Professional Services staff of the University and two student representatives nominated by the Students Association. Thirteen external members are appointed by Court itself and are referred to as co-opted lay members.

Court is responsible for overseeing the management and administration of the whole of the revenue and property of the University. Court exercises general control over the University and all its affairs, purposes and functions, taking all final decisions on matters of fundamental concern to the University. Court is responsible for safeguarding the University's good name and values.

Court's Primary Responsibilities are detailed in the [Court Statement of Primary Responsibilities](#), which can be found on the University Court webpage.

4 The Principal

The Principal, appointed by Court as the Chief Executive Officer, is responsible to the Court for the finances of the University. As well as being directly accountable to Court for the proper conduct of the University's affairs, the Principal is also directly accountable to the Chief Executive of the SFC for the University's proper use of funds deriving from the Scottish Ministers and ensuring compliance with the Financial Memorandum with SFC.

5 Delegated Authority

The Court has ultimate responsibility for the University's finances. However, it is not practical for the Court to make every decision that is required and the Court has agreed to delegate authority for certain decisions and certain areas of responsibility to appropriate individuals and committees, which are accountable to the University Court for the exercising of this authority. Details of the committee structure can be found on the [Committee Structure](#) webpage and the [Court Schedule of Delegated Authority](#) can be found on the University Court webpage.

5.1 Court Business Group

The [Terms of Reference](#) of the Court Business Group include supporting and challenging the formulation of strategic and annual financial plans and forecasts aligned to the delivery of the Court's strategic plans and considering the University's performance and progress against plan. It may also exercise financial authority up to limits specified within the [Court Schedule of Delegated Authority](#), which can be found on the University Court webpage.

5.2 Executive Team

The [Executive Team](#) chaired by the Principal, is responsible to Court for developing the overall strategic direction of the University, taking account of the resources at its disposal and the need to ensure sustainability in all aspects of University business. It is responsible for considering policy proposals on the University Budget, on resource allocation priorities, on

physical development, on employment and any other University business, for onward transmission and decision at Court.

The Executive Team is responsible for monitoring the University's financial performance against the annual budget approved by Court. It also considers other matters relevant to the financial duties of Court and makes recommendations thereon. The membership of Executive Team is defined in the [University Regulations](#).

The Executive Team can consider and approve requests for non-recurrent items of expenditure, additional to that approved in the annual budget, up to a limit of £1 million in accordance with the [Court Schedule of Delegated Authority](#), which can be found on the University Court webpage.

The Executive Team must ensure that sufficient information is made available for Court to be satisfied that it is discharging its financial responsibilities.

5.3 Audit and Risk Committee

The University is required by its Financial Memorandum with SFC to appoint an Audit Committee. The University's Audit and Risk Committee is a committee of Court independent of the senior management and reports directly to Court. It oversees the arrangements for risk, internal control and governance, including the associated assurances related to these systems. The Committee is authorised by Court to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the Principal and/or Convener of Court. It is also authorised to investigate any activity within its terms of reference and 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 Audit and Risk Committee has [Terms of Reference](#) relating to Internal Controls, Internal Audit, External Audit, Risk Management and Reporting.

5.4 Enterprise and Investment Committee

The Terms of Reference of the Enterprise and Investment Committee, which are set out in the [University Regulations](#), include reviewing commercial investment proposals presented by the University's Commercial Investment Team and making recommendations on investments in companies created by University staff and students.

The Enterprise and Investment Committee will report to Court annually on the University's Commercialisation activity.

5.5 Remuneration Committee

The [Terms of Reference](#) of the Remuneration Committee include determining the remuneration and conditions of service of the Principal, the University Secretary, other employed Senior Officers and the Directors of Professional Services. The Remuneration Committee is chaired by a senior Lay Member of Court.

5.6 Estates Committee

The Estates Committee is responsible for the strategic oversight of the University estates strategy and ensuring that it is consistent with the overall University strategy. Estates Committee brings forward to Executive Team detailed proposals on major estates projects,

acquisitions and disposals identified by the Executive Team as a strategic priority, prior to submission to Court. It is guided by the University's Strategic Plan, Estates Strategy, the Court Schedule of Delegated Authority and the University's Financial Regulations in the execution of this remit.

6 Other Senior Managers with Financial Responsibility

6.1 *The Convener of Court*

The Convener of the Court is responsible for the leadership of the Court, for the efficient and effective conduct of its business and for representing the Court within the University's system of governance. Court delegates authority to the Convener of Court to take decisions on behalf of Court in relation to both routine and non-routine matters of business on the understanding that all such action is reported to the next meeting of Court.

6. *Treasurer*

The Treasurer, who is a co-opted lay member of Court, is responsible to Court for maintaining an overview of the University's financial position. The Treasurer reports to Court on the finances of the University and their report is incorporated into the annual Financial Statements. The Treasurer is not a member of Audit and Risk Committee but may attend meetings of the Audit and Risk Committee, in agreement with the Convener of the committee.

6.3 *The Chief Financial Officer*

The Chief Financial Officer, under the direction of the Principal, is responsible for the financial management of the University and the strategic management of the Professional Service functions in the broad areas of resources, including Finance, Estates and Human Resources.

Day to day financial administration is the responsibility of the Chief Financial Officer including:

- preparing annual revenue and capital budgets and other financial plans
- preparing accounts and management information in respect of all financial operations
- monitoring and control of income and expenditure against budgets
- preparing the University's Financial Statements and any other financial information which the University is required to submit to external authorities
- ensuring that the University maintains satisfactory financial systems
- providing professional advice on all matters relating to financial policies and procedures
- day to day liaison with internal and external auditors in order to achieve efficient processes.

Details of [Finance contacts](#) are provided on the Finance webpages.

6.4 The University Secretary & Compliance Officer

The University Secretary, under the direction of the Principal, is responsible for the administration of the University and for providing secretarial services for the Court and the Senate. As Compliance Officer, the post holder also has responsibility for the coordination of institutional compliance based activities and reporting in partnership with other senior officers and Professional Services Directors.

6.5 The Chief Commercial Officer

The Chief Commercial Officer, under the direction of the Principal, is responsible for the management of the University's commercial and business development activities and the strategic management of relevant Professional Services functions including those in the areas of research and knowledge exchange and communications and marketing.

6.6 Executive Deans

The Executive Deans, as primary budget holders, are responsible for the distribution and the efficient and effective management of resources within their respective Faculties. Each Faculty has its own Planning and Resource Committee, chaired by the Executive Dean.

6.7 Heads of Department and Professional Services Directors

Heads of academic departments are responsible to the Executive Dean for financial management in their own areas. Heads of Professional Services Directorates are responsible to the Chief Financial Officer, University Secretary & Compliance Officer or the Chief Commercial Officer. Where resources are further devolved, individual budget holders are accountable to the Head of Department/School and Professional Services Directors for budgets under their control.

Heads of Department/Schools and Professional Services Directors are responsible for establishing and maintaining clear lines of responsibility within their department/directorate for all financial matters. Heads of Departments/Schools and Professional Services Directors are also responsible for monitoring budgets and for agreeing appropriate access to the Financial Management System (FMS), which provides on line access to financial records. They should ensure that staff are aware of their general responsibility to secure the University's property, and that they are aware of the University's delegated authority limits and purchasing procedures within the University. In particular, Heads of Departments/Schools and Professional Services Directors should ensure the separation of duties when ordering goods and services and authorising payment thereof.

7 Responsibilities of Staff

The University is committed to the highest standards of openness, honesty, integrity and accountability. It seeks to conduct its affairs in a responsible manner taking into account the requirements of the funding bodies and having regard to the Nine Principles of Public Life in Scotland, which staff at all levels are expected to observe.

The University expects its staff to exercise the highest standards of corporate and personal conduct including:

- Accountability - actions of University staff must be able to stand the tests of audit, propriety and professional codes of conduct;
- Honesty and integrity should be exercised in dealing with assets, staff, students, suppliers and the public;
- Openness - the University's activities should be sufficiently public and transparent to promote confidence between the University and its funding partners, staff, students and the public.

All members of staff should be aware and have a general responsibility for the security of University property, for avoiding loss and for due economy in the use of resources.

They should ensure that they are aware of the University's financial authority limits (see 19.2) and the values of purchases for which quotations and tenders are required (see 19.6).

They shall make available any relevant records or information to the Chief Financial Officer or an authorised representative in connection with the implementation of the University's financial policies, these financial regulations and the system of financial control.

They shall provide the Chief Financial Officer with such financial and other information as deemed necessary, from time to time, to support Court in fulfilling its duties.

They shall immediately notify the Chief Financial Officer whenever any matter arises which involves, or is thought to involve, irregularities concerning, inter alia, cash or property of the University. The Chief Financial Officer shall take such steps as considered necessary by way of investigation and report.

The Public Interest Disclosure Act 1998 gives legal protection to employees against being dismissed or penalised by their employer as a result of publicly disclosing certain serious concerns that they believe to be in the public interest. The University expects individuals to work together in an open and honest environment, in compliance with the law, as well as University regulations and policies, and with integrity. However, where an individual discovers information which they believe shows malpractice or wrongdoing within the University then this information should be disclosed without fear of reprisal. Normally such disclosures will be made to the line manager or Head of Department in the first instance but may be made independently of line management. The full procedure for whistleblowing is set out in the University's [Public Interest Disclosure Policy](#).

8 Code of Conduct

8.1 Conflicts of Interest

It is the responsibility of Court members and Senior Management staff present at Court to declare any business or commercial interests which may conflict with their responsibilities and duties as members/advisers of the Court. This extends to any co-options of non-Court members to major committees. A register of Court members' interests is maintained by the University Secretary & Compliance Officer and updated annually. The register is reviewed annually by the Internal Audit Service. In particular no person should be a signatory to a University contract where he or she also has an interest in the activities of the other party.

Any member of staff having a personal, financial or other beneficial interest in any transaction between the University and a third party is required to disclose this interest to the relevant Head of Department/School/Professional Services Director and to the University Secretary & Compliance Officer.

The Court approved Code of Practice on [Conflicts of Interest](#) also requires certain members of staff (e.g. Principal, Vice-Principal, Executive Deans, Directors of Professional Services and Heads of Department/Schools) to submit an annual declaration of interest to the University Secretary & Compliance Officer. The annual returns are reviewed by the Internal Audit Service.

8.2 Receiving Gifts or Hospitality

The Bribery Act 2010 came into force on 1 July 2011. The Act introduced new offences for acts of bribery by individuals, or persons associated with relevant organisations.

It is the policy of the University that all staff, students and persons associated with the organisation as a result of being an employee, agent, third-party, intermediary, representative, business partner or supplier, or through another role such as a subsidiary, should conduct business on its behalf honestly, and without the use of bribery or corrupt practices in order to gain an unfair advantage. Further guidance is provided in the [University's Anti-Bribery & Corruption Code of Conduct](#).

The University expects staff and members of Court to exercise the utmost discretion in giving and accepting gifts, hospitality and other benefits when on University business.

Staff must not accept gifts, hospitality or other benefits of any kind from a third party where it might be perceived that their personal integrity is being compromised, or that the University might be placed under an obligation.

The University [Policy for Receipt of Gifts, Hospitality and Other Benefits](#) provides guidance for staff relating to the acceptance of gifts, hospitality or other benefits.

8.3 Fraud

Whenever any matter arises which involves, or is thought to involve, irregularities or fraud concerning cash, stores or other property of the University, or any other suspected irregularity in the exercise of the activities of the University, staff are requested to report the circumstances to their line manager in the first instance. In instances where the line manager is subject to suspicion the next most appropriate senior person should be contacted. The line manager should then raise the matter with the Head of Department/School or Professional Services Director. If the Head of Department/School or Professional Services Director is subject to suspicion then the matter should be raised directly with the Executive Dean/Senior Officer. The Head of Department/School/Director/ Executive Dean/Senior Officer should then report the matter to the University Secretary & Compliance Officer at the earliest opportunity. The University Secretary & Compliance Officer will decide whether or not to invoke the Fraud Response Plan, which is detailed in the University's [Fraud Prevention Policy](#).

Reported or suspected frauds will normally be investigated in accordance with the University's Fraud Response Plan, except where they involve straightforward acts of misconduct by University staff, in which case investigation under the University staff disciplinary procedures may be the most appropriate response.

9 Risk Management

The University acknowledges the risks inherent in its business, and is committed to managing those risks that pose a significant threat to the achievement of its business objectives and financial health. The University views Risk Management as integral to the successful execution of its Strategy. In order to achieve the aims set out in our strategy, the University must pursue opportunities that involve some degree of risk.

To ensure a consistent approach is taken throughout the organisation, the University's [Risk Management Framework and Toolkit/Guidance](#) provides a systematic Risk Management Assessment Process which all Departments/Faculties/Directorates must follow.

The Court is responsible for ensuring a structured Risk Management Framework is in place and implemented throughout the University. The Court is required to monitor significant risks within the organisation and must submit an annual Corporate Governance statement to the Scottish Funding Council that sets out how it has discharged that responsibility. The Court delegates authority for implementing the Risk Management Framework to the Principal.

The Principal is responsible for ensuring that a structured Risk Management Framework is drawn up and fully implemented and maintained. The University Secretary & Compliance Officer has day to day responsibility for risk management.

The Risk Management Framework details:

- Roles and responsibilities of all those involved in managing risks, from Court to all members of staff
- University's tolerance to risk e.g. risk appetite
- The risk management process to be adopted across the organisation
- Common terminology for defining and measuring risks
- Procedures for recording, reporting and escalating risks from Departments through to Faculty and Executive Team
- Regular review of the Corporate Risk Register by the Executive Team
- Regular reporting to Audit and Risk Committee and Court on the University's Corporate Risk Register

C Financial Management and Control

10 Financial Planning

The Chief Financial Officer is responsible for preparing rolling Four and Ten-Year Financial Forecasts for approval by Court on the recommendation of the Executive Team. The rolling forecasts include an income and expenditure forecast, cash flow forecast and projected year-end balance sheet for each year. Financial plans are prepared in such a way as to be consistent with the University Strategic Plan and the Estates Strategy approved by Court. The University is required to submit the Four Year Financial Forecast annually to SFC.

10.1 Resource Allocation

Resources are allocated annually by Court on the recommendation of the Executive Team. Budget Holders are accountable to the relevant Head of Department/School, Professional Services Director, Executive Dean, Chief Financial Officer, Chief Commercial Officer or University Secretary & Compliance Officer for the economic, effective and efficient use of resources allocated to them.

10.2 Budget Preparation

The Executive Team is responsible for formulating policy in respect of budgetary matters – these policies are reviewed on an annual basis. These policies should be consistent with the Strategic Plan and Estates Strategy approved by the University Court.

The Chief Financial Officer is responsible for preparing the annual Budget for consideration by the Executive Team before submission to Court. The Chief Financial Officer is also responsible for ensuring that detailed budgets are prepared and that these are communicated to Executive Deans, the Chief Commercial Officer, the University Secretary & Compliance Officer and budget holders as soon as possible following their approval by Court.

During the year, the Chief Financial Officer is responsible for monitoring the financial position of the University and for submitting revised forecasts to the Executive Team and to Court.

10.3 Expenditure on Land and Buildings

The Director of Estates Services, through the Chief Financial Officer, is responsible for preparing capital investment programmes for approval by Court. The capital investment programme includes all expenditure on the Estate, such as capital projects, maintenance, acquisitions, disposals, spend on buildings and related equipment, furniture and other project costs whether or not they are funded from capital grants or funded from the University's own resources.

Any expenditure on the Estate (land, buildings, and any associated costs) must only be incurred if there are funds available either from the approved capital investment programme or from an alternative funding source.

The approval requirements for expenditure of this type, including for variations to previous project approvals, are set out in the [Court Schedule of Delegated Authority](#), which can be found on the University Court webpage.

Major capital projects should be supported by a detailed Business Case which demonstrates that the project is consistent with the University's Strategic Plan and Estates Strategy as approved by Court. The Business Case must include:

- an estimated budget for the project for submission to the Estates Committee. The budget should include a breakdown of costs including professional fees, VAT and funding sources
- a financial evaluation of the proposals together with their impact on revenue plus advice on the impact of alternative plans demonstrated by an options appraisal
- an investment appraisal in an approved format which complies with SFC guidance on option and investment appraisal in accordance with HM Treasury's Green Book guidance.

- a demonstration of compliance with normal tendering procedures and SFC regulations
- a cashflow forecast
- a risk assessment.

The Director of Estates Services is responsible for providing regular statements in respect of all capital expenditure to Estates Committee and Court for monitoring purposes

Following completion of a capital project, a final report should be submitted to the Estates Committee recording actual expenditure against budget and reconciling funding arrangements where a variance has occurred as well as other issues affecting completion of the project. Post-project evaluations may also need to be sent to SFC.

10.4 Other Major Developments Including Overseas Activity

Any new business developments including the proposed establishment of a company or joint venture, which will require an investment in buildings, resources or staff time, should be presented as part of the annual plans of the relevant Academic Department/School or Professional Services for consideration by the Executive Team. Where such an opportunity arises outside the annual planning round, a business plan should be submitted for approval in line with the [Court Schedule of Delegated Authority](#), which can be found on the University Court webpage. The business plan should contain details of the proposed development, its alignment with the University's strategic objectives, its financial implications and an assessment of risk.

11 Financial Control

11.1 Budgetary Control

The control of income and expenditure within an agreed budget is the responsibility of the designated budget holder who must ensure that day to day monitoring is undertaken effectively. Budget holders are accountable to the relevant Head of Department/School or Professional Services Director, Executive Dean, Chief Financial Officer, Chief Commercial Officer or University Secretary & Compliance Officer for their own budget and should ensure that funds are used only for the purposes for which they are allocated. The budget holder will be assisted in this duty by management information provided by Finance, including on line access, as appropriate, to the Financial Management System (FMS).

The University operates a commitment accounting system; budget holders must take commitments into account before tendering for or ordering goods and services.

Significant departures from agreed budgetary targets must be reported immediately by the Head of Department/School or Professional Services Director concerned to the Executive Dean, Chief Financial Officer, Chief Commercial Officer or University Secretary & Compliance Officer. If necessary, corrective action should be taken and reported to the Executive Team.

11.2 Budget Transfers (Virement)

Transfers (virement) of funds from one sub-project budget to another is permissible. However, for some categories of sub-project where funds have been provided by external funders (e.g. research grants, SFC earmarked grants) there may be restrictions transferring funds. Prior to making any such transfer, staff should consult the relevant funding award notice and consult with Finance if further guidance is required.

11.3 Treatment of Year End Balances

At the year end, any balances held for restricted grants, restricted donations and endowments will be carried forward.

Other unspent budget balances may be carried forward to the next year with the approval of the Executive Dean, Chief Financial Officer, Chief Commercial Officer or University Secretary & Compliance Officer and subject to any restrictions agreed by Court. The University must maintain an appropriate relationship between balances available for discretionary departmental spend and those which can be channelled to corporate priorities of a revenue or capital nature.

11.4 Strategic Funding

Other funding may at times be allocated to Faculties/Departments/Schools and Directorates for specific strategic purposes. Virement from these earmarked funds is not permitted and any unspent strategic funds will be returned to the central strategic fund. It is the responsibility of the Head of Department/School or the Professional Services Director to ensure that expenditure from these strategic funded initiatives does not exceed the allocation.

12 Financial Statements

12.1 Preparation of Financial Statements

The Chief Financial Officer is responsible for the preparation of the University's Financial Statements and for ensuring that audited Financial Statements are presented to Court. The Financial Statements will, in the first instance, have been presented to the Audit and Risk Committee, which is responsible for recommending their approval to Court.

12.2 Basis of Accounting

The consolidated Financial Statements are prepared on the historical cost basis of accounting and in accordance with applicable accounting standards. The University's financial year runs from 1 August until 31 July. Details of the University's accounting policies are included in the [Annual Report and Financial Statements](#).

12.3 Format of the Financial Statements

Financial Statements are prepared for the financial year ending 31 July, in the format required by SFC and in accordance with the provisions of the Statement of Recommended Practice: Accounting for Further and Higher Education and any specific requirements of SFC.

12.4 Basis of Consolidation

The consolidated Financial Statements encompass the Financial Statements of the University and its subsidiary undertakings for the financial year.

12.5 Accounting Returns

The Chief Financial Officer is responsible for preparing and despatching financial returns and other periodic financial reports to SFC, the University's bankers and other agencies as required.

12.6 Accounting Records

The Chief Financial Officer is responsible for the retention of financial documents. These should be kept in a form acceptable to the relevant authorities. The University is required by law to retain prime documents for six years, these include:

- official orders
- paid invoices
- accounts raised
- bank statements
- copies of receipts
- payroll records
- VAT records

The Chief Financial Officer will make appropriate arrangements for the retention of electronic financial records.

The University's Financial Management System (FMS) provides the facility to store digitised images of hard copy documentation relating to the financial transactions undertaken using FMS. In the majority of FMS processes, users are expected to digitise any relevant hard copy documentation associated with a transaction, and to upload these images to the transaction record. This then provides a complete electronic record supporting that transaction, in a form that is more secure, searchable and cost-effective than hard copy records.

The accuracy, completeness and integrity of record-keeping is key to substantiating our financial position for internal and external purposes in the event of routine review or periodic query. In particular, we have obligations to be able to evidence financial transactions for statutory financial reporting purposes, for tax purposes and to support funder audit.

Further information on document retention can be found in the [Guidelines on FMS Hard Copy Document Retention](#).

13 Audit Requirements

External and internal auditors have authority to:

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

13.1 External Audit

The appointment of external auditors and their annual reappointment is the responsibility of Court on the recommendation of Audit and Risk Committee.

The primary role of the external auditors is to report to Court on the University's Financial Statements. The auditors are required to carry out such examination of the Statements and underlying records and control systems as is necessary to reach an opinion on the Statements and to report to Court on whether or not funds have been appropriately applied. The duties of the auditors are in accordance with guidance set out in SFC's Financial Memorandum and the Auditing Practices Board's auditing standards.

13.2 Internal Audit

The Financial Memorandum with SFC requires that the University maintains an effective Internal Audit service. The Chief Financial Officer to the University is responsible for maintaining an internal audit of the University's financial affairs in accordance with the mandatory requirements detailed in SFC's Financial Memorandum. The Terms of Reference of Internal Audit can be viewed on the University web site.

The main responsibility of Internal Audit is to provide Court, the Principal and senior management with an assurance regarding the effectiveness of the University's internal control systems.

The Internal Audit Service remains independent in its planning and operation and, notwithstanding a management reporting line to the Chief Financial Officer, the Head of Internal Audit has right of access to the Principal, the Convener of Court, the Treasurer, and the Convener of the Audit and Risk Committee.

The Internal Audit Service conducts its work in accordance with the professional and ethical auditing standards set out in the following:

- UK Public Sector Internal Audit Standards (derived from the Institute of Internal Audit Global standards);

- Institute of Internal Audit and International Professional Practices Framework (IPPF); and
- Professional and ethical Standards of relevant professional bodies (e.g. CIPFA, CIIA).

13.3 Other Auditors

The University may, from time to time, be subject to audit or investigation by external authorities such as SFC, Audit Scotland, European Court of Auditors and HM Revenue & Customs. These bodies have rights of access which are similar to those of external and internal auditors.

13.4 Value for Money

It is a requirement of the University's Financial Memorandum with SFC that the University has a strategy for reviewing systematically management's arrangements for securing value for money and that, as part of its internal audit arrangements, the University must obtain a comprehensive appraisal of management's arrangements for achieving value for money.

The University's commitment to achieving value for money from all of its activities is clearly articulated in the Strategic Plan. The principles of value for money are therefore fundamental to how the University conducts its business.

14 Treasury Management

14.1 Treasury Management Code of Practice

The University operates a Treasury Management Code of Practice approved by Court. This Code covers the management of all monies, investments and borrowings of the University.

Day to day responsibility for Treasury Management in the University shall rest with the Chief Financial Officer. External advisers will be employed, as appropriate, in respect of advising on and investing University funds. The Chief Financial Officer will be responsible for the investment of surplus cash (consulting the Treasurer before any long-term arrangements are entered into), and for the arrangement of the University's borrowings. Borrowing arrangements require the approval of the Court Business Group and, in certain circumstances set out in the Financial Memorandum, may also require the prior consent of SFC.

14.2 Appointment of Bankers and Other Professional Advisers

The Chief Financial Officer will review at an appropriate frequency the quality and cost of the following services and if deemed necessary will undertake a tender exercise in respect of any of these services:

- Banking services
- Fund management services
- Financial advisor
- Cash management, money broking services and general financial advice

Court Business Group is responsible for the appointment of the service provider on the recommendation of the Chief Financial Officer.

14.3 Banking Arrangements

All operational arrangements concerning the University's bank accounts, including the opening of accounts and the issuing of cheques will be made by the Chief Financial Officer on behalf of Court.

Unless otherwise approved by the Chief Financial Officer all funds due to the University must be deposited in accounts with the University's main bank and no Department, School or Directorate, other than Finance, will be empowered to operate a bank account in the name of the University. No cheques or financial instruments made payable to the University will be endorsed and credited to any other account.

All cheques, drafts and transfers drawn on behalf of the University must be signed in the manner approved by Court within the Treasury Management Policy.

15 Income

15.1 General

The Chief Financial Officer is responsible for ensuring that appropriate procedures are in operation to enable the University to receive all the income it is due. It is the responsibility of Heads of Departments/Schools and Professional Services Directors to ensure that all income due to the University is maximised by the efficient application of agreed procedures for the identification, collection and banking of income. In particular, this requires the prompt raising and approval of sales orders on the Financial Management System so that invoices can be generated and collection initiated.

Sales orders (and invoices) for all research grants and contracts must be issued by Research Finance, who will ensure that the invoice format meets the standard requirements of that funder. Sales orders for all other goods and/or services supplied by the University must be created and issued by the Department/School or Professional Services Directorate staff. These sales orders are automatically entered into workflow when the sales order is saved. Once the sales order is fully approved FMS converts the sales order into a sales invoice for issue to the customer.

The Chief Financial Officer is responsible for the prompt collection, security and banking of all income received.

The Chief Financial Officer is responsible for ensuring that all grants notified by SFC and other bodies are received and appropriately recorded in the University's accounts.

The Chief Financial Officer is responsible for ensuring that all claims for funds, including research grants and contracts, are made by the due date.

15.2 Cash Receipts

All cash and cash equivalents received within Departments/Schools and Directorates, from whatever source, must be recorded by the Department, School or Directorate on a daily basis and deposited with Finance as soon as practicable using Security Services.

Any cash holdings (e.g. petty cash) must be held securely to comply with the requirements of the University's insurers.

Unless other arrangements are agreed beforehand in writing with the Chief Financial Officer, no deductions may be made from any cash collected on behalf of the University prior to depositing monies with Finance.

Personal or other cheques must not be cashed out of money received on behalf of the University.

The University can receive payments by debit or credit card in various forms. Depending on the nature of the product/service/fee for which payment is being made, payments can be taken via the online payment systems or chip and pin terminals. The Chief Financial Officer is responsible for ensuring the University maintains PCI DSS compliance.

All payment methods must be approved by the Chief Financial Officer.

Further guidance on [Cash Handling Procedures](#) is provided on the Finance web pages

15.3 The Collection of Debts

The Chief Financial Officer is responsible for ensuring that:

- debtors invoices are raised promptly on official invoices in respect of income due to the University, showing the correct amount due with VAT correctly charged where appropriate
- invoices are prepared accurately, recorded in the ledger, show the correct amount due and are credited to the appropriate income account
- any credits granted are valid, properly authorised and completely recorded
- monies received are posted to the correct debtors account
- swift and effective action is taken to collect overdue debts in accordance with the University's formal procedures
- outstanding debts are monitored and reports are prepared for management.

The Chief Financial Officer is responsible for implementing credit arrangements and indicating the period within which different types of invoice must be paid.

15.4 Student Fees

The procedures for collecting tuition and residence fees must be approved by the Chief Financial Officer, who is responsible for ensuring that all student fees due to the University are received.

Further information regarding tuition fees is provided in the University's [Debt Management Policy](#). Any student who has not paid tuition fees in full shall not be awarded a degree or any diploma, certificate and qualification from the University until all outstanding debts have been cleared. Such students shall be prevented from graduating or, in the case of continuing students, registering at the University and from using any of the University's facilities.

15.5 Refunds

The University seeks to minimise the opportunities for money laundering in accordance with the Money Laundering Regulations 2007. Where refunds are required, they will only be made to the bank and account holder (or other financial institution) that originally paid the fee. Payment by card will be refunded to the original card used for payment.

Details of when refunds of tuition will be made by the University and how they will be calculated are outlined in [Tuition Fee Refunds](#).

15.6 Debt Write-off

Bad debts to be written off must be authorised by the Chief Financial Officer (or nominated representative).

16 Research Grants and Contracts

16.1 Definition

Research can be defined as original investigation, undertaken to gain new knowledge and understanding, which may be directed towards a specific aim or objective. It can use existing knowledge in experimental development to produce new or substantially improved materials, devices, products and processes including design and construction. It excludes routine testing and analysis of materials, components and processes. The terms research grant or research contract covers research projects funded by UK Research Councils, Charities, the European Commission and any other appropriate funding body.

16.2 Application

Where approaches are to be made to outside bodies for support for research projects, or where contracts are to be undertaken on behalf of such bodies, it is the responsibility of the Head of Department/School to ensure that the financial implications have been appraised by the Director of Research & Knowledge Exchange Services in accordance with existing Court policy.

The Director of Research & Knowledge Exchange Services is responsible for examining all applications for research grants and contracts and for ensuring that there is adequate provision of resources to meet all commitments.

16.3 Costing and Pricing

Research and Knowledge Exchange Services provides guidance and advice to academics in the costing of applications for external funding and the preparation of grant applications. Research grants and contracts must be costed on a “full economic cost” basis and the research agreement must be in line with the University’s policies with regard to directly allocated and indirect costs and expenses and take account of different procedures for the pricing of research projects depending on the policies of the funding body.

16.4 Grant and Contract Conditions

Many grant awarding bodies stipulate conditions under which funding is awarded. This includes compliance with legislative requirements such as appropriate procurement regulations. In addition, there are often procedures to be followed regarding the submission of interim or final reports or the provision of other relevant information. Failure to respond to these conditions often means that the University will suffer a significant financial penalty. It is the responsibility of the named supervisor or budget holder to ensure that conditions of funding are met. Any loss to the University resulting from a failure to meet conditions of funding will be charged to Department/School funds.

16.5 Acceptance of a Research Project

Research grants and contracts shall be accepted on behalf of the University only by the Director of Research & Knowledge Exchange Services.

Applications to special schemes, primarily funded by SFC (such as Research Partnership Investment Fund), which would not normally be processed through Research & Knowledge Exchange Services, must be signed by the Chief Financial Officer, or the Principal, as appropriate.

16.6 Financial Management

The Chief Financial Officer shall maintain all financial records relating to research grants and contracts and shall initiate all claims for reimbursement from sponsoring bodies by the due date.

Staff undertaking research activity must maintain records specified by the Chief Financial Officer to enable compilation of returns to SFC which meet the requirements of the Transparent Approach to Costing.

17 Knowledge Exchange Activities

17.1 Definition

Knowledge Exchange activities include:

- Short courses
- Conferences
- Consultancy
- Materials or component testing
- Laboratory services
- Use of facilities
- Any other activities which are not teaching or research (e.g. publications)

17.2 Short Courses, Conferences and Services Rendered

A short course for the purpose of these Regulations is any course which does not form part of the award bearing teaching load of the department. Any member of staff wishing to run a short course or conference must have the course costed and the financial provisions approved in advance by the Head of Department/School or Professional Services Director. The term 'services rendered' includes testing and analysis of materials, components, processes and other laboratory services or the use of existing facilities in order to gain additional information. Any surpluses or deficits on short courses or services rendered accounts will be credited or charged to Department/School or Directorate funds.

17.3 Work for Outside Bodies including Consultancies

To support the strategic objectives of the University and to facilitate individual professional development, the University encourages staff to engage in professional activities with outside bodies. In many cases, such activity will be approved on the basis that it represents University knowledge exchange activity and should therefore be treated as part of the individual's overall workload and managed through the University's systems. Where an individual is taking on an external work commitment which is unconnected to their University employment and does not interfere with their ability to fulfil their contract of employment, and where the activity does not create any conflict of interest or is otherwise considered incompatible with their University employment, then the matter will be treated as a personal business activity. For further information about the University's approach to outside work and consultancy, including the conditions, notification and/or approval processes and financial arrangements that apply, please refer to the University [Procedure in relation to Work for Outside Bodies including Consultancies](#) on the Human Resources Policies & Procedures webpage.

17.4 Additional Payments to Staff

Any knowledge exchange proposal which involves additional payments to members of staff (personal fee payment) must be detailed on the contract agreement approved by Research and Knowledge Exchange Services. Any such payment will be processed by Finance when payment for the contract has been received by the University.

18 Intellectual Property Rights and Patents

Certain activities undertaken by University staff as part of their normal duties, including teaching, research and consultancy may give rise to ideas, designs and inventions which may be patentable. These are collectively known as intellectual property and remain the property of the University, unless determined by the University. All matters pertaining to the development, protection and exploitations of such intellectual property must be referred to Research & Knowledge Exchange Services for legal and commercialisation support and advice.

19 Expenditure

19.1 General

The Chief Financial Officer is responsible for making payment to suppliers of goods and services to the University.

19.2 Delegation of authority

The Head of Department/School or Professional Services Director are responsible for purchases within the Department/School or Directorate. They shall ensure that they have sufficient budget before committing the University to expenditure for the purchase of goods or services. Purchasing authority may be delegated to named individuals (or budget holders) within the department.

The Chief Financial Officer shall maintain a record of those authorised to requisition goods and services on behalf of the University, approvers and their respective financial limits. A hierarchy of approval levels for purchasing is automated within FMS. Heads of Department/School or Professional Service Directors must notify any changes to access and approval roles to Finance without delay by following the [FMS Users and Roles](#) guidance.

19.3 Procurement

The University is committed to obtaining best value for money and maintaining the highest standards of efficiency and integrity in the purchase of goods and services. It is essential that all staff who commit expenditure are aware of the obligations placed upon them and comply with the University's Procurement Policy, Procedures and Guidelines set out in the University's [Procurement Guidance](#).

19.4 Purchase Orders

Purchase orders are necessary to ensure suppliers can be paid efficiently, reduce invoice queries and processing time. Purchase orders should be placed in accordance with the University's Conditions of Contract as detailed within the [Procurement Guidance](#).

Purchase orders must be placed through FMS by raising a requisition.

Other methods of [Purchasing Goods and Services from External Suppliers](#) may be appropriate in some circumstances as detailed within the [Procurement Guidance](#).

19.5 Purchasing Cards, Credit and Debit Cards

The operation and control of the University's purchasing cards, credit and debit cards are the responsibility of the Chief Financial Officer. The [Purchase Cards Business Processes](#) ensure that there is oversight on the distribution of Departmental and University Traveller Purchase Cards and the associated card limits.

Holders of cards must use them only for the purposes for which they have been issued and within the authorised purchase limits. Such cards shall be used for the payment of valid business expenses only, and the misuse of such cards shall be grounds for disciplinary action. Where purchase are made using Departmental or University Traveller Purchase Cards, these must be used in accordance with [Purchasing Card Guidelines](#).

19.6 Tendering

Subject to special rules imposed by funding bodies and external authorities, the University's tendering procedures, contained in the University's [Procurement Guidance](#), are applicable to all significant purchases. Further guidance can be obtained from the Head of Procurement.

The Head of Procurement is responsible for ensuring that the University complies with its legal obligations concerning the EU Procurement Directives, Procurement (Scotland Regulations) 2015 and the Procurement Reform (Scotland) Act 2014. EU procurement regulations apply to contracts for all forms of procurement (or hire purchase, lease or rental) with a total value exceeding certain thresholds which are determined from time to time by the European Commission. Details of this threshold value can be found in the [Procurement Guidance](#). A breach of these regulations is actionable by a supplier or potential supplier.

It is the responsibility of the Head of Department/School or Professional Services Director to ensure that members of staff comply by notifying the Head of Procurement of any purchases likely to exceed the threshold referred to above. This will need to be done well in advance in order to permit advertisements in official journals, etc.

19.7 Construction Contracts

Construction contracts shall be let by Estates Services in conjunction with University Procurement. The Director of Estates Services shall be responsible for the management of construction contracts.

Proposals shall normally be initiated by the Director of Estates Services in respect of planned replacements, general improvement schemes, space planning or in response to requests from Departments, Schools or Professional Services Directorates.

Proposals shall be presented in the form of costings or investment appraisals prepared in conjunction with the Chief Financial Officer as appropriate for Estates Committee. Investment appraisals should comply with appropriate SFC guidance.

Following consideration by Estates Committee and Executive Team and approval by Court, submissions should be forwarded to SFC where appropriate. If agreement is forthcoming from SFC, the Council's procedural rules should be followed. SFC guidance on best practice should be followed even when SFC approval is not required.

Procurement of both consultants and contractors shall be conducted via the most appropriate procurement process, established by a contract strategy. Approval of this strategy and ultimately the value of the contract awarded shall be based on approval as outlined in the Delegated Authority Schedule.

19.8 Receipt of Goods

All goods shall be received at the designated delivery address. They shall be checked for quantity, and/or weight and inspected for quality and specification. When goods or services are received, the relevant Departmental user must record this on FMS. Goods should only be receipted when the Department is satisfied that the goods are what was ordered, are of an appropriate quality, and if relevant, are also in good working order. Goods may be partially or fully receipted on FMS.

All persons receiving goods on behalf of the University must be independent of those who tendered the contract and placed the official purchase order.

19.9 Payment of Invoices

The procedures for making all payments shall be in a form specified by the Chief Financial Officer.

The Chief Financial Officer is responsible for deciding the most appropriate method of payment for all categories of invoice. Payments to UK suppliers will normally be made twice-weekly by BACS payment or by cheque. In exceptional circumstances the Chief Financial Officer will arrange the preparation of bank transfers for urgent payments.

Heads of Department/Schools and Professional Service Directors are responsible for ensuring that expenditure within their Department/School/Directorate does not exceed funds available. Suppliers are instructed by Procurement to submit invoices for goods or services to Finance.

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

Payments will only be made by the Chief Financial Officer against invoices that can be matched to a receipted order or have been certified for payment via FMS by the appropriate signatory.

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

- the goods have been received, examined and approved with regard to quality and quantity, or that services rendered or work done is satisfactory
- where appropriate, it is matched to the order
- invoice details (quantity, price, discount) are correct
- the invoice is arithmetically correct
- the invoice has not previously been passed for payment
- where appropriate, an entry has been made on a stores record or departmental inventory
- an appropriate order number and/or sub-project code is quoted.

19.10 Staff Reimbursement

The University's purchasing and payments procedures are in place to enable the majority of non-pay supplies to be procured without staff having to incur any personal expense. However, on occasions, staff may incur expenses, most often in relation to travel, and are entitled to reimbursement.

All claims for payment of subsistence allowances, travelling and incidental expenses shall be completed and submitted timeously to Finance in a form approved by the Chief Financial Officer (see guidelines for submitting [Expenses Claims and Travel Advances](#)). All advance requests and expenses claims, whether by staff, students or other parties, must be made in accordance with the University's [Expenses Policy](#).

As set out in the Policy, both the Claimant and Approver have a primary responsibility for ensuring that requests and claims fully accord with the Policy.

19.11 Petty Cash

The Chief Financial Officer shall make available to Departments such imprests as considered necessary for the disbursement of minor, incidental expenditures.

20 Salary Expenditure and Pensions

20.1 Remuneration Policy

Responsibility for determining the remuneration, terms and conditions of service of staff are set out in the [Court Schedule of Delegated Authority](#), which can be found on the University Court webpage.

20.2 Appointment of Staff

Due to their special nature as ongoing commitments, staff appointments are considered through a dedicated authority to appoint process. Requests for new or replacement posts must be authorised by the relevant Executive Dean, Chief Financial Officer, Chief Commercial Officer or University Secretary & Compliance Officer, Human Resources and Finance. All University staff will be appointed to the salary scale approved by the Court of the University and in accordance with appropriate Conditions of Service. All letters of appointment or variations in conditions of service must be issued by Human Resources.

20.3 Salaries and Wages

The Chief Financial Officer is responsible for processing payments of salaries and wages to all staff including payments for overtime or services rendered. All time sheets and other pay documents, including those relating to fees payable to external examiners, visiting lecturers or researchers, must be in a form prescribed or approved by the Chief Financial Officer

The Chief Financial Officer is responsible for payments to non-employees and for informing the appropriate authorities of such payments. All casual and part-time employees will be included on the payroll.

The Chief Financial Officer is responsible for keeping all records relating to payroll including those of a statutory nature. All payments must be made in accordance with the University's payroll procedures and comply with HM Revenue & Customs regulations.

The University is permitted by HM Revenue & Customs to make payments to employees for certain specified items without deduction of income tax.

Reimbursement by the University of expenditure not included by these permissions is subject to the deduction of income tax before payment.

20.4 Pensions

The Chief Financial Officer is responsible for the administration of all pension matters.

The eligibility of staff for membership of the Universities Superannuation Scheme, the Strathclyde Pension Fund or the Scottish Teachers Superannuation Scheme will be detailed in the individual contracts of employment.

20.5 Severance Payments

A severance payment shall only be made in accordance with the University's internal policy, which follows the principles and requirements of the Scottish Funding Council Financial Memorandum with Higher Education Institutions and has been approved by the University's Remuneration Committee. This policy, which may be amended from time to time, sets out the necessary approval requirements for severance payments dependent on a combination of the staff member's length of service, salary level and proposed severance payment.

Legal advice shall be taken, where necessary, on severance payments and the accompanying legal documentation to effect the severance terms.

A severance payment shall only be agreed when it is fully costed and the funding for it approved by the relevant senior budget holder.

Cases referred to ACAS for pre-claim conciliation and / or to an Employment Tribunal or other competent court in respect of an employment dispute, shall be notified to the Director of Human Resources or their nominee, to ensure early risk assessment and adequate budget provision.

Determination of any employment dispute including any financial awards made by an Employment Tribunal or other competent court shall be notified to the Director of Human Resources or their nominee, to ensure appropriate payments are made and any necessary action is taken.

21 Assets

21.1 Land, Buildings, Fixed Plant and Machinery

The purchase, lease or rent of land, buildings and fixed plant shall only be undertaken in accordance with the [Court Schedule of Delegated Authority](#), which can be found on the University Court webpage and, where Exchequer funded assets or Exchequer funds are involved, by reference to SFC requirements.

21.2 Asset Register

Heads of Department/School and Professional Services Directors are responsible for ensuring that departmental records of the University's Assets are kept up to date in University systems, in accordance with the University's [Asset Register](#) processes. All additions (and disposals) should be notified to Finance without delay. All assets with a purchase price greater than £5,000 must be recorded, as well as personal computers regardless of value, and all other assets viewed as vulnerable to theft or misappropriation, regardless of value.

21.3 Stocks and Stores

Heads of Department/School and Professional Services Directors are responsible for establishing adequate arrangements for the custody and control of all assets including stocks and stores within their Departments, Schools or Directorates. Guidance on the control of stocks and stores is detailed in the University's Procurement Guidance.

Heads of Department/School and Professional Services Directors with stocks which require to be valued for Balance Sheet purposes must ensure that the stock-taking procedures in place have the approval of the Chief Financial Officer and that detailed instructions are issued to appropriate staff within their Departments, Schools or Directorates.

Stocks may be subject to validation by internal/external auditors.

21.4 Safeguarding Assets

Heads of Departments/Schools and Professional Services Directors are responsible for the care, custody, and security of the buildings, stock, stores, furniture, cash etc under their control. They should consult with the Chief Financial Officer in any case where security is thought to be defective or where it is considered that special security arrangements may be required. Assets owned by the University should, as far as is practical, be marked as University property.

21.5 Personal Use

Any assets owned or leased by the University shall not be subject to personal use without the authorisation of the Head of Department/School or Professional Services Director.

21.6 Asset Disposal

Disposal of equipment and furniture must be in accordance with procedures agreed by Court. Further detailed information is provided in the University's [Procurement Guidance](#).

Disposal of land and buildings must only take place in accordance with the [Court Schedule of Delegated Authority](#), which can be found on the University Court webpage. SFC consent may also be required if Exchequer funds were involved in the acquisition of the asset.

22 Funds Held on Trust

22.1 General Funds

The Chief Financial Officer is responsible for ensuring that incoming funds are properly classified and designated as appropriate.

22.2 Gifts, Benefactions and Donations

The Chief Financial Officer is responsible for maintaining financial records in respect of financial gifts, benefactions and donations made to the University and for initiating claims for recovery of tax where appropriate.

The Alumni & Development Office is the recognised channel for all new donations given for University purposes.

22.3 Endowment Funds

The Chief Financial Officer is responsible for maintaining a record of the requirements for each endowment fund and for advising Court on the control and investment of fund balances. Court is responsible for ensuring that all endowment funds are operated within any relevant legislation and the specific requirements for each trust.

22.4 Voluntary Funds

The Chief Financial Officer must be informed of any fund that is not an official fund of the University but is controlled wholly or in part by an employee in relation to their employment in the University.

23 Other

23.1 Companies, Joint Ventures and Consortium Arrangements

In certain circumstances it may be advantageous to the University to establish a company, joint venture or consortium arrangement to undertake services on its behalf. Any member of staff considering the use of such an arrangement should first seek the advice of Research & Knowledge Exchange Services staff, who should have due regard to guidance issued by SFC. The Chief Financial Officer will keep a register of all financial investments. The Chief Commercial Officer will ensure the safe custody of certificates, receipts and similar documents.

Court is ultimately responsible for approving the establishment of all companies, joint ventures and consortium arrangements. No investment in such an arrangement shall be made without approval in accordance with the [Court Schedule of Delegated Authority](#), which can be found on the University Court webpage. It is the responsibility of the Executive Team, following scrutiny and recommendation by the Enterprise & Investment Committee, to establish the shareholding arrangements and appoint directors of companies wholly or partly owned by the University. The directors of companies, where the University is the majority shareholder, must submit, via the Enterprise and Investment Committee, an annual report to Court.

23.2 Insurance

The Chief Financial Officer is responsible for the University's insurance arrangements, including the provision of advice on the types of cover available. The Chief Financial Officer is responsible for assessing risk, reviewing and arranging insurance cover, negotiating claims and maintaining the necessary records. The Chief Financial Officer will also deal with the University's insurers and advisers about specific insurance issues. The Chief Financial Officer will keep a register of all insurances effected by the University and the property and risks covered.

Heads of Departments/Schools and Professional Services Directors must ensure that any agreements negotiated within their Departments/Schools or Directorates with external bodies cover any legal liabilities to which the University may be exposed. The advice of the Chief Commercial Officer and the Chief Financial Officer (where appropriate) should be sought to ensure that this is the case.

Heads of Departments/Schools and Professional Services Directors must give prompt notification to the Chief Financial Officer of any potential new risks and additional property and equipment which may require insurance and any alterations affecting existing risks.

Heads of Department/Schools and Professional Services Directors must advise the Chief Financial Officer, immediately, of any event which may give rise to an insurance claim. The Chief Financial Officer will notify the University's insurers and, if appropriate, prepare a claim in conjunction with the Head of Department/School or Professional Services Director for transmission to the insurers.

All staff using their own vehicles on behalf of the University shall maintain appropriate insurance cover for business use.

Additional guidance on insurance cover and procedures to be followed by staff and students is available on the [Insurance](#) webpage.

23.3 Taxation

The Chief Financial Officer will advise Heads of Departments/Professional Services Directors on taxation matters in the light of guidance issued by the appropriate bodies and relevant legislation as it applies. Heads of Departments/Schools and Professional Services Directors should seek advice from Finance on all matters concerning VAT, PAYE, National Insurance and other taxes.

The Chief Financial Officer is responsible for maintaining the University's tax records, making all tax payments, receiving tax credits and submitting tax returns by the due date.

23.4 Students' Association

The University of Strathclyde Students' Association (USSA), a company limited by guarantee, is a separate legal entity from the University. The University has agreed a [Code of Practice](#) with USSA, which details how the requirements of the Education Act 1994 will be met.

Subject to the constraints imposed by SFC, Court shall determine the level of grant to be paid annually to USSA.

USSA is responsible for maintaining its own bank account, financial records and preparing its own Financial Statements. At the year end its Financial Statements will be audited by an appropriately qualified firm of auditors and will be presented to Court for information.

In accordance with the [Code of Practice](#):

- USSA will provide a Business and Budget Plan on an annual basis to the University Court (or such other Committee of Court as the Court deems appropriate).
- USSA will provide reports to the University Chief Finance Officer on income and expenditure compared with budget on at least a quarterly basis

The University's Internal Auditor shall have access to records, assets and personnel within the Students' Association. For this purpose the Association will be treated as though it were a department of the University.

23.5 Use of the University Seal

The use of the University Seal is specified in the [University Regulations](#) and further detail is provided within the [Court Schedule of Delegated Authority](#), which can be found on the University Court webpage.

Any document to which the Seal is to be affixed must first have been evaluated and approved by the relevant Senior Officer or Committee prior to presentation for sealing.

23.6 Provision of Indemnities

Any member of staff asked to give an indemnity, for whatever purpose, should consult the Chief Financial Officer (or nominee) before any such indemnity is given.

23.7 Security

Keys to safes or other similar containers are to be held securely at all times. The loss of such keys must be reported to the Chief Financial Officer without delay.

The University has an [Information Security Policy](#), which is managed by the Digital Campus Sub Committee of the Information Strategy Committee. Staff and students are required to comply with it and its underpinning policies, which be found on the Information Security webpage. This includes the [University Policy on the Use of Computing Facilities and Resources](#) and operates within the legislative framework detailed in the [Legal Framework for ICT](#). All staff and students must also comply with the University's [Data Protection Policy](#).

The relevant Senior Officer is responsible for the safekeeping of official and legal documents relating to their area of the University. Signed copies of University title deeds, leases, agreements and contracts must be forwarded to the Chief Financial Officer. All such documents shall be held in an appropriately secure, fireproof location.