



Brockenhurst College

FINANCIAL REGULATIONS

NOVEMBER 2015

BROCKENHURST COLLEGE

FINANCIAL REGULATIONS

INDEX

	Page
Financial Control and Accountability - Introduction	3
Financial Regulations - Introduction	4
Section 1 - Financial Memorandum	5 – 9
Section 2 - Financial Principles	10 - 14
Section 3 - Financial Regulations	15 - 26
Schedule A - Schedule of Financial Limits	27
Schedule B - Schedule of Authorised Officers and Budget Managers	28
Schedule C - Schedule of College Authorisation Limits	29



Brockenhurst College

FINANCIAL CONTROL AND ACCOUNTABILITY

INTRODUCTION

- 1 The Corporation has overall responsibility for financial strategy, including the safeguarding of solvency and oversight of financial regulations. These responsibilities are discharged by the Board itself, the Finance and Standards Committee and through powers delegated to the Principal as Chief Executive.
- 2 The Financial Memorandum between the Skills Funding Agency and the College lays down the framework for financial regulations.
- 3 Responsibilities and associated detailed financial regulations are included in this document.



Brockenhurst College

FINANCIAL REGULATIONS

INTRODUCTION

This document encompasses the regulations to which all staff must adhere in respect of the finances of the institution. It is divided into three Sections:

- 1 The Financial Memorandum which exists between the Skills Funding Agency and Brockenhurst College - this lays down the broad framework for the regulations.
- 2 The Financial Principles which underlie all aspects of finance.
- 3 The specific Financial Regulations by which all transactions are measured.

These Regulations, as a whole, are approved by the Corporation and cannot be altered without the express approval of that body. However, in the interests of practicality, Schedule C, which sets out the financial authorisation limits for College budget holders, may be updated on an ad hoc basis with approval from the Senior Management Team.

Signed
(Clerk to the Corporation)



Brockenhurst College

SECTION 1

FINANCIAL MEMORANDUM

FINANCIAL MEMORANDUM (Revised November 2015)

Purpose

- 1 Financial Memorandum sets out the conditions upon which the Chief Executive of Skills Funding (the Chief Executive) provides funding to Further Education Corporations. The Financial Memorandum is in two parts. Part 1 (this document) sets out the general conditions of funding and Part 2 sets the annual allocation and the conditions applicable to the delivery of education and training.

Definitions

- 2 For the purpose of this Financial Memorandum the following definitions apply:
 - ‘College’ means the educational institution conducted by the Board and named in part 2 of the Financial Memorandum
 - ‘Corporation’ means the Further Education Corporation established under the Further and Higher Education Act 1992 to conduct the College. References to the Corporation include the Governing Body and the College.
 - ‘Governing Body (Board)’ means the body responsible for conducting the College
 - ‘Principal’ means the chief executive or principal appointed by the Governing Body
 - ‘Funds’ means all of a College’s income and receipts from the Chief Executive for Apprenticeships and post-19 education and training, and from Education Funding Agency (EFA) and from the Higher Education Funding Council for England (HEFCE)
 - ‘Secretary of State’ means the Secretary of State for Business, Innovation and Skills

Statutory Framework

- 3 Under the Apprenticeships, Skills, Children and Learning Act 2009 (ASCLA) the Chief Executive secures facilities for education and training within his remit. He has the power to provide funding to organisations which deliver education and training, and the power to impose conditions in respect of funding which he provides. In exercising his functions, the Chief Executive must secure education and training of a reasonable quantity and take account of certain matters including the places where facilities are provided, the character of those facilities and the way they are equipped. He must also take account of the needs of learners and employers. The Chief Executive must also make best use of his resources.
- 4 The conditions set out in the Financial Memorandum are intended to enable the Chief Executive to carry out his statutory functions and ensure that he can fulfill his responsibilities as Accounting Officer to Parliament for ensuring that the use of Funds which he receives from the Secretary of State is consistent with his statutory remit and any conditions imposed by the Secretary of State. The financial memorandum does not over-ride the duties and powers given to the Council and to Boards by the Act.

Responsibilities of the Governing Body

- 5 The Chief Executive recognises that the Corporation is an independent body and that the Governing Body is responsible for the management of the College and for ensuring the financial viability of the Corporation.

- 6 The Governing Body is responsible for, and shall inform the Chief Executive of, any transactions that could jeopardise financial viability. The Governing Body shall demonstrate that all transactions achieve value for money for Funds.
- 7 The Governing Body is responsible for the use of Funds. To assist it to discharge this responsibility and to provide clear accountability, the Governing Body shall appoint an accounting officer with an appropriate separation of duties between executive and non-executive roles and responsibilities. The expectation is that the accounting officer will be the chief executive officer of the College.
- 8 The Governing Body shall ensure that there is an accounting officer in place at all times. The Governing Body shall inform the Chief Executive in writing of the name and position of the accounting officer, and if the accounting officer is absent from the College for an extended period, the name of the person who will discharge the accounting officer's responsibilities during the absence.

Responsibilities of the Accounting Officer

- 9 The Governing Body shall require the accounting officer to take personal responsibility, which shall not be delegated, to assure them that there is compliance with the Financial Memorandum and all other terms and conditions of funding. The accounting officer may be required to appear before the Parliamentary Committee of Public Accounts on matters relating to the Corporation's use of Funds.
- 10 The accounting officer shall be responsible for advising the Governing Body in writing if at any time, in his or her opinion, any action or policy under consideration by the Governing Body is incompatible with the Financial Memorandum. If the Governing Body resolves to continue with the course of action or policy that the accounting officer considers to be in breach of the Financial Memorandum, the accounting officer shall inform in writing the Chief Executive.

Allocation of Funds

- 11 The Chief Executive will allocate Funds to the Corporation on an annual basis. An allocation will be subject to the Chief Executive being satisfied that the Corporation is financially viable and is able to deliver education and training which is of a reasonable quality and meets the needs of learners and employers, and that the Corporation has met the conditions of funding in the previous year.
- 12 The Chief Executive will determine the amount of Funds he will pay to the Corporation in any year once he has considered the activities to which the Funds will be applied, and as outlined in the Financial Memorandum Part 2 each year.
- 13 The Corporation is free to spend its funding as it sees fit, providing it fulfills the conditions of funding imposed by the Chief Executive. The Corporation shall ensure that Funds are not used for the purpose of delivering learning provision in respect of which the Corporation has already received other funding, public or otherwise, unless the Chief Executive so specifies. In the event that the Chief Executive identifies that the Corporation has used Funds in a way not specified by him, he may deduct the value of such funding from the Funds he pays to the Corporation or require it to be repaid.

Capital Transactions

- 14 The Corporation shall properly manage and develop its property with regard to good practice guidance in the further education sector and ensure that it maintains premises which are properly equipped in order to deliver the education and training for which it is funded by the Chief Executive.
- 15 Where the Corporation proposes to dispose of, lease or rent land and/or buildings which have been acquired, developed and/or refurbished or modernised with the help of capital grants from the Chief Executive and predecessor bodies, the Chief Executive should be notified in writing of such transactions and reserves the right to require repayment of some, or all, of the associated grant.

Financial Transactions

- 16 The Chief Executive shall specify his requirements as to the information to be contained in the Corporation's financial statements and how they should be reported in accordance with best practice in the further education sector.
- 17 The Corporation shall provide the Chief Executive with copies of its audited financial statements within five months of the Corporation's year-end. Having charitable status, Corporations are expected to make their financial statements available to members of the public on request.
- 18 The Corporation must ensure that it has an effective policy of risk management.
- 19 The Corporation must notify the Chief Executive immediately in writing if at any time there is a risk to its solvency and viability. In order to continue to receive funding, the Chief Executive may require the Corporation to provide information to demonstrate to his satisfaction the Corporation's ability to continue to meet the needs of learners and discharge its responsibilities in relation to its solvency and safeguarding of assets.

Audit

- 20 The Corporation shall appoint an audit committee and arrange to provide for internal and financial statements audit, including regularity audit, in accordance with the *Joint Audit Code of Practice* and any best practice guidance drawn up and published by the Agency in consultation with Colleges. Any mandatory requirements under the *Joint Audit Code of Practice* shall be a condition of funding under this Financial Memorandum.
- 21 The Corporation shall investigate and report to the Chief Executive all significant cases of internal and external fraud or suspected fraud or irregularity (as defined in the *Joint Audit Code of Practice*). The Chief Executive reserves the right to review the Corporation's fraud investigation files.

Payments to Employees on Termination of Employment

- 22 The Corporation shall only make payments to employees on the termination of their employment for the purpose of meeting contractual obligations. The Corporation shall demonstrate that payments in respect of termination are regular and secure value for money and avoid spending Funds on settlements where disciplinary action would have been more appropriate.
- 23 Where the Corporation is considering entering into an agreement to settle any employment claims brought by a senior postholder, it should take appropriate professional advice and the terms of any final agreement should be agreed by the Governing Body. All settlements shall be brought to the attention of the Corporation's financial statements auditors.

Provision of Information

- 24 The Chief Executive reserves the right to request information from the Corporation in order to exercise his responsibilities and to meet European funding requirements. On occasion, the Chief Executive will require urgent information from the Corporation, usually as a result of requests to the Chief Executive to fulfill his duty to provide information to the Secretary of State and account to Parliament.
- 25 The Corporation shall provide the Chief Executive, or agents acting on his behalf, with the information he requires at the times and in the formats specified. This information shall be of sufficient quality to meet the purposes for which it has been requested.
- 26 The Chief Executive may be required to provide information in relation to the Corporation and this Financial Memorandum if requested under the Freedom of Information Act 2000. Although there is

no legal obligation to do so, the Chief Executive will usually consult with the Corporation where the information requested was provided by them.

- 27 The Corporation shall inform the Chief Executive in writing of the vacating or filling of the positions of Chair of the Governing Body, Principal and clerk.

Additional Conditions of Funding

- 28 The Chief Executive reserves the right to impose additional conditions of funding where he considers it is necessary to do so to secure the delivery of education and training of a reasonable quality by the Corporation, or ensure that the resources provided by him are being used effectively and efficiently or to require the Corporation to address concerns about its financial viability.

Repayment of Funds

- 29 In the event of a breach of the Chief Executive's conditions of funding, the Chief Executive reserves the right to require the Corporation to repay all or part of the Funds provided by him.

Interpretation

- 30 Nothing in this Financial Memorandum shall require the Corporation to act in a manner which would cause it to lose its charitable status.
- 31 No failure to exercise or delay in exercising by the Chief Executive any of his rights, powers and remedies shall operate as a waiver of any of them.

Effective Date

- 32 The terms and conditions set out in this document will take immediate effect and will be reviewed on an ongoing basis.

Revised Financial Memorandum incorporated 1 December 2015.



Brockenhurst College

SECTION 2

FINANCIAL PRINCIPLES

	Page
1 FINANCIAL PRINCIPLES	11
2 RESPONSIBILITIES OF THE BOARD OF THE CORPORATION	12
3 RESPONSIBILITIES OF THE COLLEGE PRINCIPAL	13
4 AUDIT REQUIREMENTS	14

1 FINANCIAL PRINCIPLES

1.1 The Purpose of This Document

This document exists to provide a viable framework to:

- (i) Ensure that safe and proper arrangements are in place for the expenditure of public monies;
- (ii) Ensure that there is due accountability;
- (iii) Safeguard any member of staff from accusations of financial impropriety.

1.2 Scope of the Regulations

These regulations apply to all members of staff and wilful misuse is a serious disciplinary offence. All budget holders must be conversant with them and agree to be bound them in accepting their role of budget holder. They exist in the legal context of the College with particular reference to the Financial Memorandum of the SFA and the Articles of Government.

1.3 Financial Principles

The purpose of financial principles is to define the respective financial responsibilities of:

- (i) The Corporation
- (ii) The Principal

and to provide the constitutional basis for the financial procedures and regulations.

2 RESPONSIBILITIES OF THE BOARD OF THE CORPORATION

2.1 The Articles of Government provide that the Corporation shall be responsible:

- (i) for the determination of the educational character and mission of the institution and oversight of its activities;
- (ii) for the effective and efficient use of resources, the solvency of the institution and the Corporation and for safeguarding their assets;
- (iii) for approving annual estimates of income and expenditure;
- (iv) for the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts; and
- (v) for setting a framework for the pay and conditions of service of all other staff.

2.2 The Board of the Corporation may establish Sub-Committees to act on its behalf on matters referred to in 2.1 above.

The Audit Committee has been established in line with the requirements of the Instruments and Articles and the Financial Memorandum to advise the Board on matters relating to audit arrangements and systems of internal control. The Terms of Reference for the Audit Committee are available on the Governance section of the College's website or by contacting the Clerk to the Corporation.

The Finance & Standards Committee has been established to be responsible for leading and advising the Board on all strategic matters relating to financial policy, facilities, marketing, curriculum, students' union, quality and standards, the College Mission Statement and Strategic Plan.

However, the Corporation may not delegate the following:

- (i) the determination of the educational character and mission of the institution;
- (ii) the approval of the annual estimates of income and expenditure;
- (iii) ensuring the solvency of the institution and the Corporation and the safeguarding of their assets;
- (iv) the appointment or dismissal of the Principal; and
- (v) the modifying or revoking of all Articles of Government.

In particular it has a responsibility to approve these Principles, Procedures and Regulations and subsequent amendments thereto.

3 RESPONSIBILITIES OF THE COLLEGE PRINCIPAL

3.1 The College Principal's financial responsibilities are derived from the Instrument and Articles and the Governance Policy Manual

3.2 As Accounting Officer, the Principal is responsible for the College's application of public funds, and as such may be required to justify any of the College's financial matters to Public Accounts Committee at the House of Commons.

The Principal in conjunction with the Senior Postholders is responsible for the following:

- Setting financial strategy and preparing long term financial plans;
- Preparing annual capital and revenue budgets for recommendation to the Board;
- Preparing the College's annual Financial Statements;
- Ensuring the timely preparation of monthly accounts, management information and monitoring and control of expenditure against budgets;
- Managing in year virement between budget heads;
- Maintaining the Financial Regulations;
- Ensuring the College maintains satisfactory systems of financial control;
- Providing professional advice on all matters relating to financial policies and procedures;
- Management of the College's banking arrangements;
- Undertaking major tender exercises on the College's behalf;
- Ensuring compliance with EU Procurement law;
- Advising and negotiating major contracts.

3.3 College managers are responsible to the Principal, through the Director of Finance, for the overall financial management of their allocated budget. Managers are responsible for ensuring that the financial regulations are properly applied in their area.

4 AUDIT REQUIREMENTS

4.1 In accordance with the requirements of the Financial Memorandum, the Board appoints both External and Internal Auditors. External and Internal Auditors shall have authority to:

- access the College premises at reasonable times
- access all assets, records, documents and correspondence relating to any financial and other transactions of the College
- require and receive such explanations as are necessary concerning any matter under examination

4.2 External Auditors

The role of the external audit service is to report on the College's Financial Statements and to carry out such examination of the Statements and the underlying records and control systems as are necessary to reach an opinion on the Statements and to report on the appropriate use of funds. Its duties will be in accordance with advice set out in the Audit Code of Practice and the Auditing Practices Board's statements of auditing standards.

The appointment of external auditors will take place annually and is the responsibility of the Board. The Board will be advised by the Audit Committee.

4.3 Internal Auditors

The role of the internal audit service is to provide management with an objective assessment of whether systems and controls are working properly to achieve management's objectives. It is a key part of a College's whole system of internal control because it measures and evaluates the adequacy and effectiveness of other controls so that:

- the Governing Body and Senior Management can know the extent to which they can rely on the whole system of internal control of the College
- individual managers can assure themselves that the systems and controls for which they are responsible are reliable.

The internal audit service is appointed by the Board for a term of 3 years. This is subject to satisfactory annual review by the Audit Committee and recommendation to the Governing Body. Remuneration shall be fixed by the Governing Body on the advice of the Audit Committee. A new competition for the selection of the internal audit service may be held at least every three years.

The College internal audit service should report to the Chief Executive, copied to the chief auditor, without delay, serious weaknesses, significant frauds, major accounting and other control breakdowns.

The internal audit service shall liaise with the external auditor and the Council's audit service to enhance the level of service it provides to the management of the College.



Brockenhurst College

SECTION 3

FINANCIAL REGULATIONS

	Page
1 GENERAL PRINCIPLES	16
2 PLANNING AND BUDGETING	16
3 ACCOUNTS AND FINANCIAL STATEMENTS	17
4 FRAUD, CORRUPTION AND ETHICS	17
5 RISK MANAGEMENT	19
6 INCOME, BANKING AND TREASURY	19
7 EXPENDITURE	21
8 EMPLOYMENT MATTERS	22
9 ASSETS	24
10 OTHER	25

1 GENERAL PRINCIPLES

- 1.1 These Financial Procedures provide the scheme of administration and accounting to staff of the College, by which the College Principal discharges his/her responsibilities, as defined in the Financial Principles and the Financial Responsibilities. They apply to all employees of the College, both full and part-time, permanent and temporary. **Failure to comply with these regulations will be regarded as a serious breach of discipline.**
- 1.2 The College Principal will make available training to be undertaken by staff in financial matters where necessary, to enable them to fulfil their responsibilities defined in these procedures.
- 1.3 Where necessary for the effective implementation of these procedures, manuals of guidance will be issued to assist staff.
- 1.4 All suspected instances of fraud or financial irregularity are to be brought to the attention of the College Principal and the Audit Committee as soon as possible.
- 1.5 The Director of Finance is responsible to the College Principal for the efficient and effective operation of the Financial Responsibilities, Principles and Regulations of the College, including the organisation of staff training and manuals of guidance.
- 1.6 All assets and income of the College held by an employee shall be clearly identified in the accounts and records of the College.
- 1.7 Documentation relating to the financial affairs of the College is not to be destroyed without the permission of the Principal and Chair of the Finance and Standards Committee.
- 1.8 All income that results from work, goods or services provided by employees of the College in the course of their duty, is income belonging in whole to the College.
- 1.9 The College will provide Internal and External Auditors with access to College books and records as required.

2 PLANNING AND BUDGETING

2.1 Long Term Financial Planning

Each year, the Director of Finance will prepare a three year financial plan. The three year plan is reviewed and recommended for approval by the Finance & Standards Committee in the summer term. The three year plan must be approved by the Board before its submission to the Skills Funding Agency by 31 July each year.

2.2 Annual Budgets

The Director of Finance is responsible for the preparation of a detailed annual budget. The annual budget is reviewed and recommended for approval by the Finance & Standards Committee in the summer term. The annual budget must be approved by the Board prior to the start of the financial year and submitted to the Skills Funding Agency by 31 July each year.

It is the responsibility of the Director of Finance to ensure that there is an effective, transparent and equitable method of allocating budgets across departments.

Budget Holders are responsible for the economic, effective and efficient use of resources allocated to them.

2.3 Budgetary Control

The College operates a system of delegated budgets and all Budget Holders are responsible for budget management and control within their designated department. They are responsible for:

- controlling expenditure,
- achieving agreed income targets,
- monitoring their area's financial performance and explaining variances.

The Director of Finance will ensure that Budget Holders have appropriate support and information to enable them to fulfil the above responsibilities.

Budget Holders may delegate financial authority but remain accountable.

Budgets are allocated to each area on an annual basis, but may be subject to revision in the light of the College's overall financial position.

2.4 **Capital Expenditure**

Capital items of expenditure are those with both an accounting lifespan longer than one year, other than fixtures and fittings, and a VAT inclusive cost exceeding **LIMIT 3 of SCHEDULE A**. All capital items are depreciated over their expected useful life as disclosed in **LIMIT 16 of SCHEDULE A**.

Funding designated as capital by the SFA may only be used for capital expenditure.

Any individual bid for a sum in excess of **LIMIT 4 of SCHEDULE A** must be submitted by the College Principal to the Finance and Standards Committee for approval.

2.5 **Management Accounts and Information**

Monthly management accounts will be prepared within fifteen working days for the College by Wessex Education Shared Services Limited in conjunction with the Director of Finance for presentation to the Senior Leadership Team Key Performance Indicators Group (SLT KPI) and then distributed to budget holders.

A monthly key financial data report will be distributed to the Corporation members immediately following the monthly meeting of the SLT KPI Group.

3 **ACCOUNTS AND FINANCIAL STATEMENTS**

The Director of Finance is responsible for the integrity of all accounting transactions and for producing annual Financial Statements.

3.1 **Accounting Transactions**

Appropriate arrangements must be in place for:

- the recording and execution of all financial transactions;
- payment of all properly authorised accounts in accordance with the agreed arrangements;
- claiming all grants ensuring that such claims are capable of verification and audit;
- keeping proper accounts and accounting records in accordance with the provisions of the Financial Memorandum.

3.2 **Financial Statements**

Audited Financial Statements must be produced for each financial year that:

- reflect the format and content in accordance with the relevant Accounting Standards and Statement of Recommended Practice (SORP);
- are signed by the Principal and by the Chair of Governors;
- are submitted to the SFA in line with their requirements;
- are made publicly available.

4 FRAUD, CORRUPTION AND ETHICS

4.1 Strategy

Governors and Senior Managers are responsible for maintaining a culture that is honest and open and that has a zero tolerance to fraud, corruption and unethical behaviour. All staff are expected to act honestly and with integrity at all times, to obey the law and to safeguard the public resources for which they are responsible.

The Director of Finance is responsible for maintaining and implementing the College's strategy in this area and for ensuring that appropriate training and briefing is delivered to Board members, Managers and staff.

4.2 Public Interest Disclosure (Whistleblowing)

The Director of Finance is responsible for maintaining the Public Interest Disclosure (Whistleblowing) Procedures.

4.3 Gifts, Gratuities and Hospitality

No Board member or member of staff, either by their own actions or via a third party, should:

- 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 they 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 they know or suspect that it is offered or provided with an expectation that a business advantage will be provided by the College in return,
- threaten or retaliate against a colleague or third party who has refused to commit a bribery or other unethical offence, or who has raised concerns under the Public Interest Disclosure (Whistleblowing) Procedures,
- engage in any activity that might lead to a breach of the Anti-Fraud, Corruption, Bribery and Unethical Behaviour Strategy or the Financial Regulations.

Where gifts, gratuities or hospitality are acceptable:

- all offers and acceptances by members of staff must be agreed by the relevant Deputy Principal or Principal, instances valued at over £50 must be reported to the Director of Finance.
- all offers and acceptances by Board members must be agreed with the Chair of the Board, and reported to the Clerk to the Corporation.

The Director of Finance is responsible for maintaining registers for gifts, gratuities and hospitality received, valued at over £50 and for reporting this register to the Board.

Any goods received by the College as gifts must be dealt with by the Director of Finance who will satisfy himself/herself of any taxation and revenue expenditure implications. Where future revenue expenditure in connection with this item is likely to be in excess of **LIMIT 6 of SCHEDULE A** (including VAT), the approval of the College Principal must be sought before the gift may be accepted.

It is the responsibility of all members of staff and governors to act in accordance with the College's Anti-Bribery Guidelines.

4.4 Conflicts of Interest

The Clerk to the Corporation is responsible for maintaining a Register of Interests for all Board Members and senior staff and for giving advice in this area to Board members.

All staff must ensure that they report any potential conflict of interest to the Director of Finance at the earliest opportunity. The Director of Finance is responsible for giving advice and guidance to staff and for making decisions on matters that are referred from staff.

5 RISK MANAGEMENT

The Director of Finance is responsible to the Board for developing a Risk Management strategy and procedures in order to identify and assess the risks facing the College and to take steps to mitigate these risks as appropriate. The Director is responsible for making regular reports to the Board on current risks and mitigating actions.

The SLT KPI Group will act as the College's Risk Management Group and may appoint other members of staff to join the Group as appropriate.

The Director of Finance is responsible for making regular reports to the Audit Committee and Corporation on current risks and mitigating actions.

The Director of Finance is responsible for maintaining the College risk register.

6 INCOME, BANKING AND TREASURY

6.1 General

Responsibility for approving levels of tuition fee charges and concessions and charges for other services and lettings is approved by the Corporation in the summer term each year.

The Director of Finance is responsible for:

- Ensuring that appropriate procedures are in operation to enable the College to receive all income to which it is entitled;
- Ensuring the prompt collection, security and banking of all income received;
- Ensuring that all grants notified by the SFA and other bodies are received and appropriately recorded in the College's accounts;
- Ensuring that all claims for funds are made by the due date.

6.2 Borrowing and Overdrafts

All borrowing must be approved by the Board. Such proposals must follow the relevant Funding Council instructions on borrowing.

The Director of Finance may, with the approval of the Principal, establish overdraft facilities. Such facilities must be reported to the Board within the cycle of termly Board reporting and may not be exceeded without the approval of the Board.

6.3 Appointment of Bankers

The Director of Finance is responsible for the appointment of the College's bankers. The appointment is not for a specified period however consideration shall be given to review the performance of the bankers and to consider a competitive tendering service, having due regard to the requirements of EU Procurement law.

6.4 Bank Accounts

Bank accounts may only be established on the authority of the Principal and all bank accounts must be in the name of the College or one of its subsidiaries, if applicable. No member of staff may operate a bank account on the College's behalf except those set up via the finance department in line with the Financial Regulations. Occasionally it may be necessary to establish a separate bank account for a specific grant or project. This will be arranged by the Head of Finance (WESS Ltd) upon the approval of the Principal.

Banking mandates must be established to support all bank accounts in line with the limits set out in **SCHEDULE B**. Banking mandates and all subsequent changes must be authorised by the College Principal.

The Head of Finance (WESS Ltd) is responsible to the Director of Finance for ensuring that all bank accounts are subject to regular reconciliation. The Head of Finance (WESS Ltd) will maintain up to date records and specimen signatures of College staff authorised to sign College cheques and BACs payments together with information on the limits of their authority as determined by the Financial Regulations.

6.5 **Payments**

On a day to day basis, the Head of Finance (WESS Ltd), is responsible for liaising with the College's bankers in relation to electronic and manual payments. Payments may only be processed to cover expenditure that has been authorised in line with the limits set out in the Financial Regulations.

6.6 **Cash Receipts**

On a day to day basis the Director of Finance is responsible for ensuring the safe collection, storage and banking of all cash received. The Director of Finance is responsible for maintaining a Cash Handling Policy covering all aspects of cash receipts including the College's commercial outlets. All staff handling cash must adhere to the Cash Handling Policy.

All monies received from whatever source must be passed directly to the Finance Department. Receipts must be issued and must only be on College stationery including College receipt books.

No deductions may be made from any cash collected on behalf of the College prior to paying into the Finance Department. Personal or other cheques must not be cashed out of money received on behalf of the College.

6.7 **Card Receipts**

Payments received by credit or debit card will be processed in accordance with the card carrier procedures and the College bankers procedures.

Payment instalments made by credit or debit card for tuition fees or transport costs cannot exceed four payments for a single transaction.

The College can provide Direct Debit payment facilities for tuition fees or transport costs. The number of instalments cannot exceed four payments for a single transaction. All financial data is processed and handled in accordance with the Data Protection Act 1998.

6.8 **Collection of Debts**

Invoices and credit notes should be issued only in accordance with the College Debt Policy, and all debts will be recovered in accordance with this Policy.

Before agreeing to accept new customers on a credit basis, Budget Managers should request the Finance Manager to take up credit references before any work is undertaken, if the price for that work exceeds **LIMIT 10 of SCHEDULE A**.

The College Principal is authorised to write off any individual debt due to the College up to **LIMIT 2 of SCHEDULE A**, once the procedures within the College Debt Policy have been adhered to. Irrecoverable debts in excess of this limit shall be referred by the College Principal to the Finance and Standards Committee.

6.9 **Investments**

The Director of Finance is responsible for investing surplus funds in accordance with the College's Treasury Management Policy. Surplus College funds will be invested in a Business Premium Account or High Interest Account as approved by the Finance and Standards Committee.

The performance of any investments will be reported annually to the Finance and Standards Committee.

7 EXPENDITURE

7.1 General

Payment to suppliers will be made through the WESS Finance Department on behalf of the College in accordance with payment schedules as agreed with suppliers and to limit the College incurring financial penalties.

7.2 Authorised Signatories

Budget holders are responsible for expenditure within their departments. Purchasing authority may be delegated to named individuals (Authorised Signatories) within the department.

A register of Budget Holders and Authorised Signatories with their purchasing limit is maintained by the Finance Department. Any changes to the authorities to sign are not valid until they are notified to the Finance Department.

Budget Holders are responsible for ensuring a specimen signature is provided for those members of staff authorised to place orders and certify invoices for payment.

Budget Holders and Authorised Signatories are responsible for nominating an alternative signatory to cover in the event of absence.

7.3 Procurement

'Best value' principles of comparison, challenge, consultation and competition shall be applied in securing resources and services.

Orders must be placed via the College's purchase order process with the exception of:

- Items of a recurring nature, e.g. rates, gas, electricity, water, telephones
- Items purchased using a College procurement card
- Items purchased from petty cash – see **LIMIT 14 of SCHEDULE A**
- Items purchased through an existing contract or agreement eg legal fees. Where this is the case the form of contract or agreement must be approved by a Senior Manager.

Staff must not:

- enter into any commitment of more than 12 months' duration
- agree to any instalments of other payment plans, including leasing arrangements,

without the prior approval of the Director of Finance.

Budget Holders must complete a College approved Purchase Order document. The Budget Holder is responsible for managing their budgets and therefore must ensure there are sufficient funds in the relevant budget to not result in an overspend. Once signed by the Budget Holder the form must be submitted to the Director of Finance & Customer Service office in order that the Purchase Order can be authorised by a Senior Manager.

Completed Purchase Orders will be submitted to the Finance Department who will check the coding of the order and will submit the relevant form to the supplier.

7.4 Procurement Limits

It is the responsibility of the Budget Holder / Authorised Signatory to follow the relevant procedures where estimated cumulative expenditure is:

Below £10,000 (including VAT) – quotations / tenders are not required;

Above £10,000 (including VAT) – three quotations must be obtained;

Above £100,000 (including VAT) – competitive tendering must be applied and Finance and Standards Committee approval required and OJEU guidelines to be followed where appropriate.

If, for whatever reason, it is not possible to obtain at least three quotations as above, then the matter should be reported to the Principal who will decide what action to take. Prior approval of the Principal must be obtained in order to dispense with the requirement to obtain quotations.

7.5 **Financial Approval Limits**

All expenditure must be approved by the relevant Budget Holder / Authorised Signatory in line with section 7.2 above. However, where large one-off items are being purchased or where leases or contracts with a large annual value are being agreed, even where these fall within the allocated budget, an additional level of authority is required as follows:

Expenditure above £50,000 (including VAT) must be approved by the Principal;

Expenditure above £150,000 (including VAT) must be approved by the Finance and Standards Committee;

Planned capital expenditure on IT and non-IT equipment should be approved annually by the Board as part of the budget approval process and does not require any further authorisation even where individual orders exceed the £50,000 and £150,000 limits set out above. However procurement guidelines should be followed and goods will need to be tendered if their total cost exceeds EU Procurement Regulations.

7.6 **Contracts**

Any contract likely to cost in excess of **LIMIT 12 of SCHEDULE A** will be subject to full competitive tendering which will be undertaken by the budget holder in accordance with the College's Financial Regulations. Prior approval must be sought from the Finance and Standards Committee for all contracts, goods and services above **LIMIT 4 of SCHEDULE A**. All contracts with the College should be signed by the Director of Finance or the Principal. All contracts above **LIMIT 17 of SCHEDULE A** should be signed by the Principal.

7.7 **Stock Control**

Budget Holders are responsible for establishing adequate arrangements for the safekeeping and control of stock within their departments. Budget Holders may delegate the day to day management of stock to an Authorised Signatory, however Budget Holders remain accountable for stock management in their area, including carrying out regular inspections and stock checks and ensuring that any stock losses are reflected in their accounts.

The Head of Finance is responsible for periodic review of stock management systems and Budget Holders must implement any changes recommended by the Head of Finance.

7.8 **Land and Buildings**

The Principal is responsible for:

- ensuring that a full record to be kept of all the College's property holdings;
- ensuring the safe custody of title deeds;
- undertaking a regular review of property holdings with the objective of rationalising and disposing of those which are no longer needed;
- ensuring that all land and property transactions comply with the Procurement Limits and Financial Approval Limits;
- maintaining a long term Property Strategy;
- ensuring that all property proposals are presented to the Board are properly appraised and costed, including full risk analysis;
- ensuring that independent professional advice and input is obtained where necessary expertise is not available within the College;
- ensuring that all contracts are in accordance with the College's Financial Regulations;
- ensuring that the Board receive full and timely information relating to all property transactions.

8 EMPLOYMENT MATTERS

8.1 General

The payment of all salaries, wages, gratuities, compensation and other emoluments should be authorised by the College Principal and Director of Finance. In the absence of the Director of Finance authorisation from either of the other two directors is acceptable. In the absence of the Principal, authorisation from either of the other two directors is allowable, provided that the Principal has given prior written authorisation.

8.2 Salaries and Wages

WESS Payroll Department are responsible for the application of these procedures and for making payments for salaries, wages etc to all staff.

WESS Payroll Department is responsible for keeping all records relating to payroll including those of a statutory nature in accordance with the provisions of the Data Protection Act 1998.

WESS Human Resources Department is responsible for keeping all HR records including contractual details.

8.3 Superannuation

The Board is responsible for undertaking the role of employer in relation to appropriate superannuation (pension) arrangements for employees.

8.4 Travel and Subsistence

All claims for payment of travelling and subsistence allowances must be submitted on the appropriate form by the members of staff and certified by the appropriate Line Manager / Budget Holder. Claims by the College Principal will be submitted for checking and approval by the Chair of the Corporation. Claims by members of the Corporation should be submitted to the Clerk to the Corporation for checking prior to approval by the Chair of the Corporation.

All claims must be signed personally by the member of staff making the claim. Reimbursement for items not subject to standard rates laid down by the College will only be payable if they are:

- backed by original vouchers/receipts;
- incurred wholly in the course of duty; and
- considered reasonable by the appropriate Manager of Curriculum/Centre/Service or other Senior Manager authorising the payment.

Claims must be made as soon as possible after the event has taken place and any claim relating to a period more than 3 months prior to the date of submission for reimbursement will be payable only at the discretion of the Principal. Claims relating to the closed financial year must be submitted within one month of the close (i.e. by 31st August).

Advance payments may be made to staff to cover expenses to be incurred when travelling on College business. In the case of foreign travel the advance may be made in foreign. Such advances will only be made up to **LIMIT 8 of SCHEDULE A** in value. In the case of a College organised trip for students an advance for expenses can be made from the respective trip account up to **LIMIT 15 of SCHEDULE A** with approval of the Curriculum Manager. Advances above this level must be authorised by the College Principal.

All foreign travel made by College staff and Corporation members with the exception of organised trips for College students must be reported and that approval be sought in advance by the Finance and Standards Committee or where not practicable by the Chair of the Corporation. Under such circumstances, the Chair's action will be reported formally to the Corporation. An annual limit of £50,000 for expenditure on foreign travel to be authorised by the Principal – the expenditure year to coincide with the financial year. All reportable foreign travel must be accompanied by a summary statement of estimated and actual costs. A retrospective overseas travel report must be made to the Finance and Standards Committee on an annual basis.

8.5 Relocation Expenses

The scheme applies to the appointment of all staff in the College on a discretionary basis. This discretion will be exercised by the Principal.

It provides for reimbursement of certain expenses incurred directly by the employee concerned in house removals providing that the reason for moving is to take up an appointment with the College, the move means the member of staff will live appreciably nearer to the College and the removal takes place within 12 months of taking up the appointment.

Relocation expenses where approved will be as follows:

- Senior Postholders (to be determined by the Remuneration Committee) up to £5,000
- Managerial posts up to £3,500
- Other staff up to £3,000.

Separation expenses may be given when a newly appointed member of staff is either living in temporary accommodation and still incurring expenditure on their old home, or are travelling daily from the old home and therefore incurring extra travel costs. The provision is for:

- £100 per week (£20 per day) up to a maximum of £500;
- Second class return rail fare to the old home on two occasions per month and at each public holiday period.

8.6 Undertaking

All staff who claim relocation assistance will be required to sign a Form of Undertaking. The Undertaking will be that the member of staff accepts that in the event of resigning within 2 years of the appointment all payments made by the College will be repaid on the following basis:

Within 1 year of appointment	-	100% of sums paid
After 1 year but within 18 months	-	50% of sums paid
After 18 months but within 2 years	-	25% of sums paid

The same undertaking will apply to staff who are dismissed for misconduct during the 2 year period.

9 ASSETS

9.1 Land and Buildings

Matters relating to land and buildings are covered in section 7.7 above.

9.2 Fixed Assets and Inventory

College Managers are responsible for ensuring that the College's record of assets and inventory accurately reflects the assets utilised within their Department or areas of responsibility. This responsibility includes periodic physical checking and taking action to write-off and dispose of obsolete equipment.

College Managers are responsible for ensuring that reasonable steps are taken to safeguard all property located in their area from theft, loss and improper use.

Inventories must include items donated or held on trust and leased assets.

9.3 Disposal of Equipment

Assets surplus to the College's requirements can be disposed of. Disposal will normally be by the best method to serve the interests of the College eg sealed bids, use of e-Bay.

Disposal of an asset that has not been fully written off requires an 'Asset Disposal' form to be completed by the Budget Holder and authorisation of the Principal.

The disposal of an item with a net book value above **LIMIT 13 of SCHEDULE A** requires the approval of the Finance and Standards Committee.

9.4 **Leasing Arrangements**

Members of staff may not enter into any leasing or long term maintenance agreement on behalf of the College without the prior authorisation of the Director of Finance. Financial Approval Limits as defined in section 7.4 will apply.

10 **OTHER**

10.1 **Insurance**

The Director of Finance is responsible for assessing the need and then arranging for all necessary insurance cover in the light of the assessment.

The cover carried by the College will be reviewed by the Director of Finance at regular intervals in order to assess its adequacy or otherwise.

The Director of Finance should be notified immediately by College Managers of any potential new risks, additional property or equipment which may require additional insurance cover or any event which may give rise to an insurance claim.

The Director of Finance will keep a record of all insurances affected by the College and the property and risks covered.

10.2 **Taxation**

The Director of Finance is the Board's nominated representative for taxation purposes. WESS Finance Department will act on behalf of the College for the maintenance of the College's tax records, tax payments, receiving tax credits and submitting tax returns by their due date.

10.3 **Security**

The Director of Finance is responsible for overall security matters within the College.

Each Budget Holder / Department Manager is responsible for implementing security procedures for all buildings, furniture, equipment, stores etc under their direct control. The Estates Manager will issue guidelines outlining how best these responsibilities can be discharged.

Up to date inventories will be kept by the Finance Department and each Department to cover all items of equipment and plant in excess of **LIMIT 11 of SCHEDULE A**. Security markings must be used where appropriate.

Keys to safes or other similar containers are to be carried by the person responsible at all times. The loss of such keys must be reported to the Director of Finance.

10.4 **Data Protection and Freedom of Information**

The Director of Finance is responsible for maintenance of a Data Protection Policy and Freedom of Information Publication Scheme in accordance with the Data Protection Act 1998 and the Freedom of Information Act 2000. The Director of Finance will act as the College's nominated Data Protection Officer and is responsible for the registration of all appropriate information systems in accordance with the requirements of the Data Protection Act 1998.

Access to computer areas is restricted to authorised persons only via the use of passwords and in accordance with the Code of Conduct for information technology.

10.5 **Students' Union**

The Principal is responsible for ensuring that a Students' Union is established and supported as a constituent part of the College in accordance with its policy.

The Principal is responsible for:

- ensuring that the Students' Union Constitution is regularly reviewed and approved by the Board;
- has an annual budget that is adequate for its purposes;
- receives appropriate support to run its affairs;

- ensuring that the Students' Union fulfils its obligations regarding the running of its financial affairs, including producing audited annual accounts.

The Students' Union is responsible for:

- maintaining its own bank account and financial records and preparing its own annual accounts;
- ensuring that the annual accounts are audited within six months of the year end;
- submitting a copy of its audited accounts to the Principal.

10.6 **Security and Sealing of Documents**

The Clerk to the Corporation is responsible for the safekeeping of official and legal documents relating to the College and maintenance of a register of such documents.

The Seal of the Corporation will need to be used for a number of legal documents which as a matter of law have to be executed as Deeds, including the following:

Transfers of land;

Transfers of other property;

Leases and Underleases;

Surrenders of Leases;

Powers of Attorney;

Mortgages or security documents.

In addition, there may be other legal documents or contracts where, on the advice of the College's solicitors, the document should be executed under seal so that the above list is not exhaustive.

All property deeds must be signed by the Chair of the Corporation or some other member of the Corporation authorised by the Corporation to act on its behalf.

10.7 **Detailed Financial and Other Procedures**

Effective control of College operations is dependent upon conformity with detailed procedures which ensure compliance with Financial Regulations. These procedures will be developed and progressively refined over time in response to the outcome of the audit and other processes. The Director of Finance is responsible for, in conjunction with the relevant functions of WESS Limited, for the timely publication and implementation of Control Procedures.

All members of staff will be required to follow the procedures and instructions as detailed and any failure to do so which causes the College to incur a loss, could result in disciplinary procedures against the member of staff concerned.

The Schedules to this document form part of the Regulations which require the approval of the Finance and Standards Committee on behalf of the Corporation.

10.8 **Irregularities**

The Director of Finance is responsible to the Principal for investigating all instances of irregularity involving the College property or assets brought to his attention.

The Principal must refer all instances of fraud to the Audit Committee.

Any breaches of internal discipline with regard to Financial Regulations will be brought to the attention of the HR Manager in order that it can be dealt with in accordance with agreed procedures.

10.9 **Variation of Financial Regulations**

The Director of Finance is responsible for maintaining and periodically revising the Financial Regulations. Revisions to the Financial Regulations will be reviewed by the Finance and Standards Committee for approval by the Corporation.

SCHEDULE A - SCHEDULE OF FINANCIAL LIMITS

1.	F.Prin. 5.1A	£500,000	Limit at which an investment appraisal is prepared for SFA funding bids
2.	F.Prin. 5.1C F.Reg. 6.8	£ 5,000	Limit to College Principal's write-off authority.
3.	F.Reg. 2.4	£ 500	Lower limit for asset capitalisation
4.	F.Reg. 2.4	£150,000	Lower limit for Finance and Standards approval of goods, service contracts and Capital bids.
5.	F.Reg. 2.4	£ 10,000	Cost above which 3 written quotations must be sought for supply of goods and services (other than building work).
6.	F.Reg 4.3	£ 1,000	Limit above which the College Principal must authorise revenue consequences of "free" capital gifts.
7.	F.Reg 7.4 F.Reg 7.5	£173,934 Supplies and Services £4,348,350 Building Wks	European Community limit for purchase, lease or hire of goods and services above which Euro Tendering Regulations apply.
8.	F.Reg. 8.4	£ 250	Limit of advance for overseas travel (excluding College trips).
9.	F.Reg. 8.4	£ 100	Limit of advance for UK travel.
10.	F.Reg. 7.17	£ 1,000	Limit of credit for new customers without credit references.
11.	F.Reg. 10.3	£ 500	Lower limit for inclusion of items on the College's inventory.
12.	F.Reg. 7.4	£100,000	Lower limit for which tendering arrangements must be made for the supply of goods.
13.	F.Reg. 9.3	£ 20,000	Asset Value limit above which the Finance and Standards Committee must authorise disposal.
14.	F.Reg. 7.3	£ 50	Upper limit of petty cash.
15.	F.Reg. 8.4	£ 1,000	Limit of Advance for College trip expenses above which the College Principal must authorise.
16.	F.Reg 2.4		Depreciation Life of Capital Assets: Buildings – 20-50 years. Leasehold buildings – period of lease IT Equipment – Four years Non IT Equipment – Eight years Vehicles – Five years
17.	F.Reg 7.6	£ 50,000	Limit above which Principal must sign contract with College.

Note: All amounts quoted are inclusive of VAT. Amendments to Schedule A approved by Corporation July 2003

Amendments to 5 and 6 approved by Corporation at its meeting held on 2 July 2009.

Amendments to 1, 5 and 6 approved by Corporation at its meeting held on 6 July 2010

SCHEDULE B

SCHEDULE OF AUTHORISED OFFICERS AND BUDGET MANAGERS

AUTHORISED OFFICERS:

Position :	Level of Authority:	Area/Amount:
College Principal	All, other than own salary/ expenses.	As designated in Schedules A and C
Directors	All, other than own salary/ expenses provided sufficient funds are in budget (prior approval of Finance Department).	As designated in Financial Regulations.
Budget Managers	As designated in Financial Regulations.	Petty Cash.
Finance Manager/ Senior Finance Officer	Up to £500 (inc. VAT) provided sufficient funds are in budget	Purchase Orders

BANK ACCOUNTS:

College Accounts – Cheques and BACS payments:

<u>Amount</u>	<u>Signatories</u>
Up to £10,000 per Individual payment	Any one signature of College Principal, Director of Finance Vice Principal
In excess of £10,000 Per individual payment	College Principal plus one other authorised person Director of Finance Vice Principal
<u>BACs Processing:</u>	<u>Authorisers</u> Director of Finance WESS Head of Finance WESS Management Accountant or Financial Accountant (WESS staff are authorised to use BACS software and process payments in accordance with these Financial Regulations)

The change to signatories re College accounts approved by Corporation at its meeting held on 13 December 2006.

SCHEDULE C

SCHEDULE OF COLLEGE AUTHORISATION LIMITS FOR PURCHASE ORDERS, INVOICES, REQUESTS FOR CHEQUES AND STAFF RELATED PAYMENTS

Name	Title/Department	New Authorisation Limit	Old Authorisation Limit
		£	£
Di Roberts	Principal	150,000	100,000
Alex Scott	Vice Principal	50,000	50,000
Limor Feingold	Director of Finance	50,000	50,000
Emma Barrett	Employment Services Manager	1,000	250
Hilary Bates	LRC Manager	10,000	250
Liza Bell	HofC Early Yrs, Healthcare & Prof Studies	1,000	250
Kim Benford	HofC Foundation & Incl Learning	1,000	250
Vicky Bidwell	Nursery Manager	10,000	250
Ann Blake	Adult Ed Co-ordinator Ringwood	1,000	250
Mark Bussell	HBC Manager	10,000	250
Dominic Chapman	Director of Learning	10,000	1,000
Rowena Clark	Adult Ed Co-ordinator Fusee House	1,000	250
Rob Cook	Duty Manager Club & Community	1,000	-
Geoff Coughlan	Head of Construction Marchwood	1,000	250
Debbie Cuffe	HofC Functional Skills	1,000	250
Allan Collier- Davison	Lead Work Based Learning Co-ordinator	1,000	250
Sarah Dewey	Lead Progress Manager (Voc)	1,000	-
Rebekah Donawa	Marketing Manager	10,000	1,500
Amanda Duggan	Complimentary and Beauty Therapy Co-ordinator, New Milton	1,000	250
Neil Flanagan		10,000	1,000
Guy Francis	HofC Mathematics	1,000	250
Tara Gadd	HofC Perf Arts & Music	1,000	250
Thomas Hamilton	HofC Art & Design& Photomedia (A level)	1,000	250
Patricia Harris	HofC English	1,000	250
Clare Hicks	HofC Sport	1,000	250
Rob Howlett	HH Outdoor Education Manager	10,000	250
Rachel Hughes	HofC Science	1,000	500
Maggie Hussey	Pastoral & Welfare Manager	1,000	-
Ann Johnson	Director of Curriculum	10,000	1,000
Peter Kemp	Reprographics Manager	1,000	500
Andrea Kennedy	H&S Partner	1,000	100
Sandra Latham	Admissions & Progression Manager	1,000	250
Jill Lueddeke	Director of Curriculum	10,000	1,000
John MacArthur	HofC Hospitality, Travel & Voc Business	1,000	250
Jackie Maguire	Employability Dev Officer	1,000	250
Kevin Marshall	HofC Computing	1,000	250
Brian McKeown	Head of Marine Marchwood	1,000	250
Steph Middleton	HofC Social Sciences & Business	1,000	250
Judith Munro	Director of Learning and Quality	10,000	1,000
Lisa Northey Dennis	Development Officer	1,000	250
Sarah Norton	T2G Projection Administrator - signs off Age Grants only	1,000	1,500
Ann Oldfield	Co-ordinator in Early Childhood, Healthcare & Prof Studies	1,000	250
Francoise Olivier	HofC MFL & Humanities	1,000	250
John Patterson	HofC Engineering	1,000	250
Alexa Phillips	HofC Enrichment	1,000	250
Francis Robinson		1,000	1,500
Mary Sansom	Adult Education Co-ordinator Lymington and Brockenhurst	1,000	250
Paul Shepherd	IT Support Manager	10,000	500
Paul Spanner	International Manager	10,000	-
Dan Stannard	Business Services Co-ordinator	1,000	250
Paul Stenning	Estates Manager	10,000	500
Mark Thomsett	HofCFitness, Public Services, Beauty and Customer Services	1,000	250
Ben Thomson	Travel Co-ordinator	1,000	-
Janet Turner	Business Enterprise Administrator	1,000	500
Alexandra Williamson	HofC Creative Arts & Media (Voc)	1,000	250
Li Xing	Transnational Education Manager Confucius Classroom Manager	10,000	-