South Lanarkshire College
East Kilbride

ESTATES & INFRASTRURE APPROACH 2026-30

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Quick Links

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

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

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1. ESTATES AND INFRASTRUCTURE APPROACH

1.1. Executive Summary

This Estates and Infrastructure Approach supports and complements the College Strategy 2030 At the heart of Strategy 2030 is the College's mission of, *"Delivering excellence in skills-based education to the workforce of the future creating social and economic value for individuals, businesses and the communities we serve through first class, teaching, learning and support.*"

South Lanarkshire College delivers high quality learning and teaching across South Lanarkshire, which is the fifth largest local authority by population in Scotland, serving a growing population of circa 330,000 and engaging across the Glasgow City Region.
With deep-rooted community connections, a strategic regional role and a commitment to educational innovation and sustainability, the College seeks to modernise its infrastructure and focus capital investment in support of student success, operational efficiency and regional economic regeneration. The Approach is delivered within the context of the geopolitical landscape and the part in which the College plays in regional initiatives, such as the Glasgow City Region.

The College recognises that the quality of a learning and teaching environment can have a significant influence on creating a positive ethos on learning outcomes and a suitable environment which enhances the overall learning experience. In addition, staff morale and attitude can be influenced in a positive way by ensuring that the built environment is conducive to requirements.

This Estate and Infrastructure Approach outlines a four-year plan to modernise and optimise the College's physical and digital infrastructure. Informed by consultancy expertise, data-driven assessments and stakeholder engagement, the plan prioritises capital investments that support academic excellence, operational resilience and community engagement. It ensures alignment with corporate priorities, the Scottish Funding Council (SFC) College Infrastructure Strategy, and the national sustainability agenda.

2. ESTATES CONTEXT AND OVERVIEW: WHERE ARE WE NOW?

2.1. Geopolitical context

South Lanarkshire College is one of six colleges within the Glasgow City Region which consists of eight partner councils and other partners to deliver a series of strategies and programmes that drive inclusive, sustainable growth across the Glasgow City Region. Skills planning across the Glasgow City Region is driven by a coordinated, evidence-based approach that aligns post-school education with regional economic priorities, emerging industry needs and inclusive-growth ambitions. There is significant demand in construction and low carbon industries, health and social care, digital services, financial services and travel and tourism as well as the wider green economy. With key specialisms in construction and green skills, the College must play a pivotal role in supporting workforce development, reskilling and upskilling particularly for priority groups and communities experiencing inequality. This regional context reinforces the need for a flexible, future-proofed estate with modern, industry-aligned facilities that can respond quickly to labour-market shifts, support employer partnerships and deliver high-quality learning environments.

2.2. SFC College Infrastructure Investment Plan

The College's Infrastructure Plan has been developed in alignment with the Scottish Funding Council (SFC) College Infrastructure Strategy, which sets out the national approach to future infrastructure investment across Scotland's college sector.

This strategic alignment reflects a collective approach between the College and the SFC to ensure sustainable, future-ready investment in both physical and digital infrastructure. As part of this national planning framework, the SFC has committed to working closely with the college sector to map the investment required over the next 5 to 10 years. South Lanarkshire College continues to contribute to this work by submitting comprehensive baseline data on its estate and digital infrastructure.

In its July 2025 progress report, the SFC confirmed that the baseline dataset will inform ongoing discussions with colleges to support prioritisation, rationalisation, shared services and collaboration. This marks a shift from a place-based model of provision to a more outcome-based approach, ensuring that future investment decisions directly support student achievement, economic impact, and long-term sustainability.

2.3. Financial Context

The College operates within a challenging financial environment shaped by constrained public funding, rising operational costs, and increasing demands for investment in sustainable infrastructure. National factors such as pay awards, pension contributions, and inflationary pressures continue to impact liquidity and long-term planning.

Within this context, the Estates and Infrastructure Approach seeks to balance affordability with ambition, prioritising projects that deliver maximum educational and environmental value, support income diversification and ensure the estate remains fit for purpose while contributing to the College's financial sustainability and NetZero commitments. The successful implementation of this Approach will rely on aligning available financial resources with estates priorities and demonstrating a realistic, longer-term schedule for planned works that reflects anticipated funding inflows.

2.4. Physical Estates Infrastructure

The College operates a 13.549 acres estate with an estimated replacement value of £66.9 million as of 31 July 2025, consisting of three separate properties. The Campus is located within the Scottish Enterprise Technology Park on the south-eastern edge of East Kilbride, which is Scotland's first and largest new town.

The main college building, which was constructed in 2007, is arranged over a lower ground, ground floor and three upper floors. The campus completion was in 2008 for around 4,000 students and the building achieved an energy performance certificate (EPC) of C.
There is a separate low carbon house which was constructed in 2009. The College partnered with 52 partner companies to construct the first affordable low-energy low-carbon house for mass market, combatting fuel poverty through innovative and efficient technologies. This small two storey detached building is situated to the north-west of the main building and was built to encompass net zero technologies, including solar panels, solar thermal, rainwater harvesting and heat pump technologies.

The Annex, which is the latest addition to the campus, was constructed in 2016 and is situated to the west of the main building. The classroom building was built to accommodate further curriculum delivery. The building is acknowledged widely as the first Building Research Establishment Environmental Assessment Method (BREEAM) outstanding build in the UK.

The College maintains a continuous programme of estate monitoring and evaluation. External consultants are invited to conduct a desktop review of the College's condition survey annually, which forms part of the College's broader infrastructure planning process. A full valuation exercise is conducted every 4 years.

The conclusion from the desktop survey conducted in 2025 was that the Campus remains an excellent teaching facility which complied with all modern teaching requirements when constructed and has been proactively maintained since then. However, the College recognises the challenges it faces in an ageing infrastructure, inflexible learning spaces, insufficient social spaces and restrictions on accessibility and equalities that must be addressed to meet the evolving needs of both industry and students.

2.5. Digital Estates Infrastructure

The College's digital estate has been designed to enhance the student experience, strengthen staff capability, and ensure the College remains agile in responding to emerging technologies and industry needs. Core digital infrastructure priorities as outlined in Digital Strategy 2025-30 are as follows:

- ***Robust Network Infrastructure*** *- Ensure high-speed, reliable internet connectivity across the entire campus. Regularly upgrade network hardware and software to keep up with technological advancements.*
- ***Hybrid Cloud Computing and Storage Solutions*** *- Migrate some services to cloud-based services for data storage, management, and backup to enhance accessibility and security, reducing the need for physical servers.*
- ***Cybersecurity Measures*** *- Invest in advanced security tools such as firewalls, intrusion detection systems, and encryption technologies. Continue to conduct regular security audits and training sessions for staff and students to promote cybersecurity awareness.*
- ***Smart Campus Technologies****: Integrate Internet of Things (IoT) devices for efficient campus management, such as smart lighting, HVAC systems, and security cameras. Explore the use of AI and machine learning for predictive maintenance and resource optimization.*

Within the College's 2030 Strategy, students are central to the College's purpose. It is therefore essential to recognise the end-to-end student journey, alongside the enabling role of digital technologies that underpin and connect processes across the College.

3. VISION AND STRATEGIC AIMS

South Lanarkshire College has a clear vision, to inspire and transform lives through inclusive, innovative and sustainable education. It intends to realise its vision through a focus on four key strategic goals, as outlined below

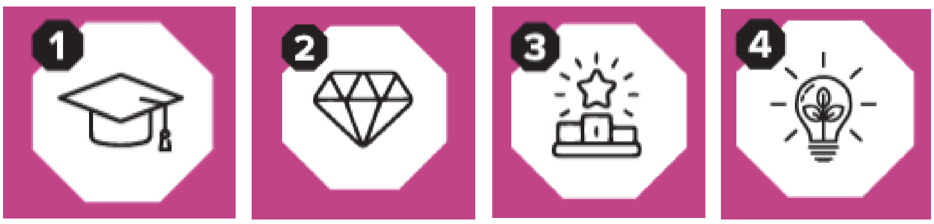
1. *The Student Experience: To provide a responsive, high-quality and entrepreneurial, destination focussed curriculum, embedding holistic support services, and lifelong learning opportunities for the communities the College serves.*

2. *People and Culture Development: To recruit, retain, develop and recognise talented staff who will enable students to reach their full potential.*

3. *Growth and Innovation: To deliver a future-ready estate and digital infrastructure for 21st-century learning, integrating advanced technology and flexible spaces, and enabling innovative, collaborative partnerships that support high-quality education and informed decision-making.*

4. *Sustainability: To be a financially sustainable, future-ready organisation, working towards a Net Zero campus while collaborating with partners to drive economic growth, support innovation, and meet future skills needs, underpinned by enhanced data and management information capabilities.*

By 2030, South Lanarkshire College will operate from an estate that is sustainable, digitally enabled, inclusive and future-proofed, supporting outstanding learning, teaching, and innovation. The College infrastructure will reflect a commitment to net-zero leadership, community wellbeing, and industry-aligned skills development.



4. KEY PRIORITY PROJECTS: HOW ARE WE GOING TO DO IT?

The Estates and Infrastructure Approach aim to support the achievement of Strategy 2030, improving the status and condition of the building and wherever possible recognise opportunities for improvement, keeping ahead of current best practice.

4.1. THE STUDENT EXPERIENCE

4.1.1. Learning Spaces Modernisation

- Upgrade classrooms with flexible furniture, partitions, digital screens and hybrid-learning technology to support blended, hybrid and industry-standard practical learning.
- Expand construction and low carbon industries training facilities to support Scotland’s green-skills agenda.
- Expand other specialist facilities in priority growth sectors e.g. develop a Health & Social Care simulation centre.

4.1.2. Health and Wellbeing

- Redesign social spaces, study zones, and wellbeing areas, developing the Campus to promote physical and mental wellbeing through design and greenspace.
- Enhance active-travel routes, bike storage, and pedestrian access.
- Improve social, wellbeing, and recreational spaces.
- Provide inclusive, safe, and welcoming environments for all students.

4.1.3. Equality, Diversity and Inclusion

- Remove any barriers, promote fairness, and reflect the diversity of the communities served, improving accessibility across the estate to exceed statutory requirements.
- Where practical, involve students and staff from underrepresented groups in the design and evaluation of estates projects.
- Ensure facilities reflect the needs of a diverse student population, including care experienced students, apprentices, and adult returners.
- Establish feedback mechanisms to ensure lived experience informs decision-making.
- Collaborate with community partners to ensure the campus reflects the needs of the region’s diverse population.

4.2. PEOPLE AND CULTURE DEVELOPMENT

4.2.1. Build a Skilled, Future-Ready Workforce

- Develop the technical, digital and sustainability skills required to manage a modern, low carbon, smart campus.
- Provide continuous professional development (CPD) in areas such as digital systems management, energy efficiency, compliance, and customer service.
- Support staff to adapt to new technologies and infrastructures, including smart building systems, digital monitoring tools, and automated processes.

4.3. GROWTH AND INNOVATION

4.3.1. Digital Transformation of the Estate

- Implement a unified and resilient digital-infrastructure roadmap.
- Deploy smart-campus sensors for occupancy, energy, and environmental monitoring.
- Continue to strengthen cybersecurity and digital resilience.
- Ensure campus wide high- speed connectivity and resilient digital infrastructure.
- Expand immersive learning technologies (VR/AR, simulation suites).
- Implement smart building systems for energy management, security and space utilisation.

4.3.2. Community and Employer Innovation Spaces

- Open and connected campus facilities for wider community use where appropriate
- Where appropriate, provide co working spaces for local SMEs and startups to promote community wealth building
- Provide the physical infrastructure required to support startups, microbusinesses, social enterprises and industry led innovation through effective incubation spaces, where appropriate.
- Further develop industry aligned training environments co designed with employers.
- Host sustainability and skills-transition events.

4.3.3. The Entrepreneurial Campus

- Provide co-working spaces for student alumni, supporting entrepreneurial skills growth and nurturing talents.

- Review entrepreneurial thinking across all curriculum areas, providing flexible, industry standard spaces that support project-based learning and cross-disciplinary collaboration.

4.4. SUSTAINABILITY

4.4.1. Carbon Management

- Annual reporting of emissions and progress toward net-zero.
- Integration of additional sustainability metrics into procurement and project appraisals
- Enhance biodiversity through green spaces, pollinator friendly landscaping, and sustainable drainage systems.

4.4.2. Campus Decarbonisation Programme and Environmental Sustainability

- Replace legacy heating systems with low-carbon alternatives.
- Expand solar PV capacity and integrate battery storage.
- Retrofit insulation to improve energy efficiency.
- Upgrade electric-vehicle charging infrastructure.
- Support green skills development by aligning estate improvements with curriculum delivery in renewables, construction and built environment disciplines.
- Consideration of the application of the Scottish Government’s Net Zero Public Sector Buildings Standard when redesigning areas of the Campus to support Scottish Net Zero Targets by 2045.

4.4.3. Financial Sustainability

- Optimise space utilisation to reduce operational costs.
- Develop income generating opportunities through commercial training, events, and partnerships.
- Prioritise lifecycle planning and proactive maintenance to protect assets.
- Leverage external funding for capital projects, including green transition grants

5. Capital Plan & Investment Approach

5.1. PHYSICAL INFRASTRUCTURE CAPITAL PRIORITY PLAN

In line with the strategic objectives, the College intends to develop a Physical Infrastructure Capital Priority Plan in consultation with architectural expertise, local partners, staff and students to ensure that facilities across the campus are fit for purpose and operationally sustainable. There is a clear business need for investment which is demonstrated through changes in curriculum demand, demographic changes and the evolving expectations of students, employers and regional partners.

5.2. Scottish Government's Investment Hierarchy

The Scottish Government's *Investment Hierarchy* is a four-step decision-making framework that prioritises making the best use of existing public assets before considering new construction. It has been a core part of the Infrastructure Investment Plan 2021–26 and is now mandatory guidance for public-sector organisations when planning estates and capital projects.

5.2.1. Determine Future Need

- Assess long-term service demand, demographic change, curriculum needs and strategic priorities.
- Ensure alignment with national outcomes and local place-based planning.

5.2.2. Maximise Use of Existing Assets

- Improve utilisation of current buildings and spaces.
- Explore blended learning and hot desking to reduce the need for physical space where appropriate.
- Enhance digital solutions to reduce physical space pressure.
- Address maintenance backlogs and optimise layouts.

5.2.3. Repurpose, Reconfigure or Co-Locate

- Adapt existing buildings to meet new needs.
- Share facilities with partners (e.g., councils, colleges, NHS, community groups).
- Prioritise refurbishment over new build where feasible.

5.2.4. Replace or New Build

- This would only be considered when the first three steps cannot meet future need. It must demonstrate strong value for money, sustainability, and whole life cost benefits.

At this stage, the College has no plans to replace or undertake new build developments for its existing buildings, reflecting the relatively modern age of the campus. The College also places high importance on its capital investment plan being strategically aligned and phased with priority given to a ‘fabric first’ approach, ensuring that the buildings are both wind and water resistant.

6. Delivery & Asset Management

Whilst it is important to recognise what SLC would like to achieve within the strategic goals, there are common areas to maintain, audit and monitor throughout the lifecycle of this 4-year plan.

6.1. Estates Planning and Asset Management

- Space Utilisation, develop a clear understanding of the availability, capacity and use of space across the College.
- Conduct utilisation audits, consolidate underused areas and repurpose them for high-value activity through the implementation.
- Introduce digital room booking and occupancy analytics, improve the speed at which the college can respond to demands in room usage and requests.

6.2. Asset Maintenance and Lifecycle Planning

- Implement a 10-year planned preventative maintenance (PPM) programme
- Prioritise critical infrastructure upgrades.
- Adopt a whole-life-costing approach for all capital investments.
- Implement circular economy principles in procurement, construction, and waste management.

7. GOVERNANCE

Risk management will be embedded into the governance of the Estates and Infrastructure Approach through:

- Quarterly reporting to the Board of Management and Finance & Resources Committee
- Quarterly reporting to the Senior Leadership Team
- Annual review of the estates risk register

- Project specific risk logs for all capital works
- Post project evaluations to capture lessons learned

Digital dashboards and smart building data will increasingly support real-time monitoring of estates-related risks, including occupancy, energy use, and environmental conditions.

8. PERFORMANCE REPORTING

The College will monitor and manage the progress that it made in delivering the estate strategy and the role of the estate in meeting College objectives. The estate related Key Performance Indicators (KPIs) are shown below. These should be reviewed annually for their appropriateness and new or additional KPIs could be added.

Performance of the Estate and Infrastructure Approach will be reviewed and monitored against the following.

ACTIVITY	KPI
Progress in addressing the College's estate condition and investment works achieving support from SFC and Scottish Government as needed for capital investment	The number of engagements with SFC/Scottish Government to keep profile raised with stakeholders and the SFC, and the contribution to Outcome Framework and Assurance (OFAM) with relevant estates updates
Planned and preventative maintenance schedule review quarterly	% Completion of scheduled works versus planned works to be reviewed monthly by Facilities Team
Facilities operational plan linking to Climate Change Action Team to align and ensure energy savings and waste management targets are met	% Completion of objectives on Climate Change Emergency Action Plan (CCEAP) as part of the quarterly update at the Finance and Resources Committee.
Review of management reports from Waste Management and Heating, Ventilation and Air Conditioning contractors to demonstrate compliance and efficiency.	Agreed KPIs at contract initiation stages and reviewed as part of quarterly facilities update at Finance & Resources committee for key contractors.
Curriculum planning alignment with estate, which involves mapping curriculum requirements (including timetabling, specialist facilities and delivery modes such	% of curriculum delivery optimally matched to appropriate teaching spaces (for example, 90% of timetabled activity

as blended learning) against available physical and digital spaces to ensure the estate supports current and future curriculum needs	delivered in suitably equipped and sized environments.

9. CONCLUSION

The Estates and Infrastructure Approach allows South Lanarkshire College to deliver its Strategy 2030 ambitions with confidence. By investing in sustainability, digital capability, flexible learning environment and community partnerships, the College will create a campus that is future ready, resilient, and transformative for students, staff, employers and the wider region.