

BOARD MEETING

DATE:	September 2021 (updated October 2021)
TITLE OF REPORT:	Principal's Update
AUTHOR AND CONTACT DETAILS	Aileen McKechnie, Principal and CEO Aileen.McKechnie@slc.ac.uk
PURPOSE:	To provide the Board with a summary of in year operational performance to date.
KEY RECOMMENDATIONS/ DECISIONS:	The Board is asked to: <ul style="list-style-type: none"> Note the updates relating to: finance; estates investment, including the roof and plant room issues; attainment; approach to return to campus; health and wellbeing; staffing matters; student matters, including recruitment; and marketing and communications, including college successes and COP26.
RISK	<ul style="list-style-type: none"> That the ongoing estates work detracts from the overall student experience and staff morale. That the college does not reach its credit target due to lower-than-normal recruitment. That the impact of COVID continues to detract from the student experience and the staff working environment with a negative impact on the reputation of the College. That the actions from the HSE organisational stress risk assessment are not completed which impacts on the culture change at the college.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> Successful Students Highest Quality Education and Support Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> SLC now has a projected surplus of £552k, which is a significant increase from the projected deficit of £253k in May 2021. This is due to SLC achieving its schools and SDS contracts as well as not utilising the anticipated temporary staffing budget to complete students for AY 2020/21. In addition, the college also received additional SFC funds of £379k for COVID-related expenditure, which have helped improve the financial position, as has the close stewardship of the College's finances over the period. The regional funding split with New College Lanarkshire was finalised in September for this session and our overall allocation has increased by 2.6%. The roof work has been challenging due to two recent water ingresses, which have now been rectified. As a result, the work plan has altered to seal the old sections of the roof as quickly as possible. This has impacted on the end date of the project which is now likely to be at the end of November 2021.

	<ul style="list-style-type: none"> • Following the flooding of the plant room, a mechanical and electrical assessment of the area is being done to ensure that this series of system failures does not recur. This is likely to require some investment to rectify any identified failings. • Attainment, while not as high as in previous years, has significantly increased since August 2021 due to the curriculum teams working with students to ensure they achieve their qualifications. Attainment across the sector has decreased due to the impact of COVID and remote/blended learning. • Our return to campus has been cautious and goes beyond the Scottish Government guidance, with mitigations continuing such as a blended learning approach and reduced student/staff numbers on campus, social distancing, face masks being worn in all areas and the promotion of regular lateral flow testing and vaccination. • Recruitment for the college and the sector as a whole has been lower than in previous years, particularly at HN level and on PT courses. Work is now progressing to allocate credits and resources to other areas where recruitment is higher and to identify what actions need to be taken to reach our credit target. • SLC launched its first employee recognition awards scheme in June and then held a very successful three-day staff conference in August, which also included the sharing of our HSE Organisational Stress Risk Assessment results with all staff. • The Graduation ceremonies are now confirmed for 29 and 30 October. • The autumn Student Experience Survey issued on 30 September and will be a useful gauge of student mood to shape our own approach to student support as well as the activities of our Student Association • There have been various positive news stories in recent weeks including our HR team winning the S1 Jobs award for their inclusivity and diversity practices in recruitment.
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1. INTRODUCTION

1.1. This paper provides an overview of South Lanarkshire College (SLC) operational business to date since May 2021, aligned to our strategic priorities.

2 SUSTAINABLE BEHAVIOURS: FINANCIAL SUSTAINABILITY

2.1 The forecast outturn now shows a projected surplus of £552k, a significantly improved figure from the deficit of £253k which was first presented to the Finance Committees in March and May 2021. This deficit was regarded as a worst-case scenario and assumed that any additional funding (£379k) received by the college from the SFC to support with COVID related challenges would be fully spent in the financial year and that income would not recover from a conservative re-stating at the six-month point.

2.2 It also assumed that there would be an upturn in temporary staffing costs towards the end of the year. However, a combination of positive factors turned the deficit around. These included: a successful school partnership with South Lanarkshire Council which the College delivered, when this was not thought to be possible given COVID restrictions; a sustained delivery of SDS-sponsored activity which, again, was not thought to be possible to deliver in the current climate; the expected increase of temporary staffing which was not required, with the College delivering from within existing permanent staffing resources.

2.3 Additionally, the SFC has allocated funds to allow the sector to complete the teaching relating to courses starting in 2020/21 which have been deferred in part into 2021/22 without carrying forward any accrued lecturing costs. The additional SFC funds received late in the 2020/21 session (£379k as mentioned above), allowed the College to utilise these funds in place of using its own funds, for example, for capital investment and student assistance. In addition, the replacement of some items has been delayed to 2021/22.

2.4 The higher than anticipated surplus in the management accounts for this financial year was supported by close stewardship of the College's finances and will allow the development and implementation of the College's Strategic Investment Plan during 2021/22.

2.5 Separately, the college continues to focus firmly on ensuring that risk is embedded throughout the college, and this much improved approach to risk is a product of much discussion at the Risk Management Group over recent months, culminating in a College Leadership Team training session in September 2021, with operational risk registers now being held at Faculty and Department level and feeding into a strategic corporate risk register, as discussed at our May Finance Committee meeting. This improved approach to risk management complements other work in train within the College to support effective operations – this includes the ongoing refresh of all policies and procedures across the College in a prioritised way; responding timeously to internal audit recommendations; and seeking to introduce an improved approach to assurance. In relation to data security, the College was pleased to have been re-certified with the Cyber Essentials Plus certification of assurance in September.

2.6 The final funding allocations for the 2021-22 academic year were published by the SFC on 27 May 2021. Much work has been progressed with New College Lanarkshire to agree our activity for this 2021-22 academic year, which concluded on 9 September. It has, however, also been agreed that this will not be used as a basis for our funding formula post-dissolution. The overall credit target of 50,435, which includes a reduction

on ESF; the new Foundation Apprenticeship credits; and additional credits for deferred students, has increased slightly by 2.6% in comparison to 2020-21.

3 SUSTAINABLE BEHAVIOURS: FACILITIES AND ESTATES

3.1 *Backlog Maintenance Works Update*

3.2 The roof work remains ongoing and areas where there has been water ingress in previous years have been identified. The contractors have been stripping the roof and laying the new base coat in sections, in order to connect the ventilation and air conditioning incrementally. Furthermore, they have also ensured that the insulation will be laid at an angle to create a gentle slope, which means that water will no longer lie on the roof.

3.3 There have been two recent water ingress incidents related to the old section of the roof that had not been stripped and sealed appropriately. These have been dealt with fully by the contractors and all costs relating to any damage or further work is being covered fully by the contractors. However, this has meant adjusting the work plan for the roof, which has resulted in delays to the project. Instead of finishing on 25 October 2021, it is now estimated that the likely completion date for the project will be the end of November. There remains a risk to this if we experience heavy rain as the insulation can only be laid when it is dry. Weekly inspections of the work are being carried out by Hawthorne and Boyle as well as SIKA UK.

3.4 To keep college staff informed of progress as well as of any possible disruption, the Depute Principal is meeting the contractors weekly, and there are formal progress meetings with all contractors, Project Managers, the Heads of Finance and Estates and the Depute Principal monthly. College staff (and Board) receive regular updates in the fortnightly staff newsletter and the College Leadership Team receive weekly updates.

3.5 It is encouraging to note that the ground floor and first floor are going live in week commencing 20 September 2021 and will have full use of air conditioning; and that good progress is being made on the other floors.

3.6 *Plant Room Update*

3.7 Board members are aware that the boiler room area flooded on 8 September due to a mechanical failure of the water tank shut off valve, which was compounded by a number of catastrophic system failures, including blocked drain outlets and the failure of the back-up sump and pump. An incident similar to this also occurred a couple of years ago.

3.8 The college is undertaking a mechanical and electrical audit of the plant room to assess what further work needs to be done to safeguard the building and mitigate future risk. Actions include:

- Review of plant room design, which will involve re-routing overflow pipes so that they discharge outdoors.
- Controlled access and regular patrolling and monitoring of the area.
- Installation of CCTV.
- Plant room familiarisation training to be given to key staff to ensure that emergency actions such as water shut off can be taken immediately.
- Updating of our building information management system to allow for real time monitoring and alerts to be provided should an incident occur.

3.9 More detailed information as well as an overview of costs will be provided at the next Finance Committee meeting.

4 SUCCESSFUL STUDENTS

- 4.1 The autumn Student Experience Survey issued on 30 September and will be a useful gauge of student mood to shape our own approach to student support as well as the activities of our Student Association (SA).
- 4.2 Plans for our 2021 Graduation, based on the Beyond Level 0 Covid Guidance for Scotland, have now been finalised and, for the first time ever, we propose to host a ceremony for 2020/21 Graduates on our campus. The ceremony will take place in a (heated) Marquee over a 2-day period on 29 and 30 October. This will allow students to attend the ceremony with their peers, classmates and lecturers and get photographs in their Graduation robes. Graduation is, of course, one of the highlights of the college calendar and it is very positive that we can personally celebrate the success of our students in the best possible way (our 2020 graduation was virtual).
- 4.3 Student elections concluded in June with the return of Gemma McClarence as our Student President and the election of Alan Mackie as our Vice President, both with strong manifestos focusing on student health and wellbeing, and student poverty. We are currently holding elections for an additional vice-president given Gemma's impending maternity leave.
- 4.4 The Student Mental Health Agreement was launched during Freshers' Week in September and outlines all the excellent work in place to support our students during these challenging times. The SA provided free health and wellbeing packs to students on campus, as well as SMILE boxes, which were handed out during Freshers Week. The SA has been recognised by NUS Scotland as the only College SA providing free soup and sandwiches for students during the pandemic. A fuller update can be found in the SA report.

5 HIGHEST QUALITY EDUCATION AND SUPPORT

- 5.1 As reported at the Curriculum, Quality and Development (CQD) Committee in August 2021, it has been more challenging than in normal years to collate outcomes because of the impact of COVID and reconciling deferred students. However, both the Curriculum and MIS teams successfully submitted our final results to the Scottish Funding Council in October 2021, more information is detailed below. In addition, the student funding audit has now been completed successfully, with no issues to note.
- 5.2 As reported at the previous CQD Committees, overall attainment is lower than in previous years due to the impact of COVID. The figures below are the college's current attainment rates, which may be subject to change as more students continue to complete. Note these have increased significantly from the CQD Committee in August 2021.

5.3 Table 1: Unconfirmed 2020-21 Attainment All Modes

Mode	No. Completed Successful	%	Completed Partial Success	%	Further Withdrawal	%	Early Withdrawal	%	National Rates %
FT FE	623	55.1	163	14.4	168	14.9	89	7.8	65.2
FE PT	1,625	74.2	163	7.4	122	5.5	70	3.2	79.7
FT HE	789	72.1	67	6.1	122	11	58	5.4	69.8
HE PT	204	78.5	16	6.2	13	5	14	5.4	78.9

5.4 Table 1 shows the unconfirmed attainment for 2020-21 – it should be noted that the national rates shown are for 2019-20 and, as attainment has decreased across the sector, then these rates will also reduce.

5.5 The Curriculum, Quality and Development Committee noted the significant work that curriculum areas and the Quality Team have done to support students to achieve their qualifications in such difficult circumstances.

5.6 Ian Beach, our current Education Scotland HMI is attending our next Curriculum, Quality and Development Committee to provide an update on progress visits, ours will be in February 2022, as well as an overall sector update.

6 HIGHEST QUALITY EDUCATION AND SUPPORT - Student Credit Audit and Final return

6.1 Colleges are required to provide annually to the SFC a Further Education Statistics (FES) return, a college certificate, an audit certificate and an audit report. These data are used to inform decisions relating to college grant allocations. The credits data for Academic Year (AY) 2020-21 was generated by the college management information systems and returned to the SFC through the FES system, relating to all activity that is fundable by SFC in AY 2020-21. Whilst SFC had made a commitment not to recover funding if colleges fell below their core activity targets as a result of the COVID-19 pandemic in AYs 2019-20 and 2020-21, the College is pleased to confirm that it has more than met its credit target.

6.2 The final SFC return was completed on 12 October with SLC's credits finalised at 49,492 – a surplus of 101 credits (the College target was 49,393). The completion of this return allows for the completion of the credit audit, which took place in September and all tests were done prior to the final return.

6.3 Here is a summary of credits. Full report is available shortly.

	Credit Target	Delivery	% Against Target
Funded Activity	49393	49492	100.2
Additional Activity (ESF)	5385	6529	121.24

7 HIGHEST QUALITY EDUCATION AND SUPPORT - Recruitment Key Headlines

7.1 Recruitment has been a challenge in some areas, with issues such as increased Higher results allowing students to progress direct onto university, as well as returning year two students, especially at Higher National level, as they are now able progress directly onto university in advance of completion of their HND. This position has been exacerbated by universities offering unconditional offers and additional places.

7.2 Overall applications are 23% down on last year, and the college has received 5,737 to date. The main issue is our PT (732) applications which have decreased by 39% in

comparison to last year, while our FT (4,375) have decreased by 13%. Our paid promotions and campaigns ended on 24 September. The overall position is currently being assessed once we are clear about student numbers, as well as early withdrawals and we will then reflect on required January intake numbers.

7.3 The impact of COVID-19 on recruitment and attainment is a sector wide issue, and a small group of Principals and Colleges Scotland recently met with the SFC to review what mitigations could be put in place to provide support such as: increasing FE FT courses from 16 to 18 credits in line with previous years; as well as seeking assurance that colleges will not face clawback if targets are not met. Further updates will be provided in due course.

7.4 More positively, the level of overall offers issued for full and part time courses remains stable at just -1.5% down on this time last year. Significantly more PT offers, an increase of 5.5%, have been made this year.

7.5 Recruitment for this academic year, apart from our January start courses, stopped from the September weekend. Faculties are now reviewing their enrolments to check where they are against their credit target, and the Depute Principal will reallocate credits and resources as necessary to support with meeting our credit target.

8 HIGHEST QUALITY EDUCATION AND SUPPORT - Return To Campus

8.1 The Scottish Government published its guidance for universities and colleges on 10 August 2021 which focused on maintaining a cautious approach until more of our student body has been vaccinated. A sector-wide meeting with the Minister for Further & Higher Education, Youth Employment & Training in August made clear the ambition for the sector to go further than the minimum baseline of beyond level 0 and to have protective measures in place which include:

- Mandatory use of face coverings.
- Ensuring that there is ventilation across all areas.
- Following a “1m plus” approach to social distancing and reducing class sizes in line with this.
- Continuing to stagger start and break times.
- Continuing to reduce the number of people on campus at one time.
- Having a managed approach, agreed with NHS Lanarkshire, to any outbreaks that may occur.

8.2 In line with this guidance the college will continue to have a blended learning approach, with practical work being front loaded as much as possible this term, to ensure that as much of this is completed in case of any further outbreaks. Our approach, which is in line with the rest of the sector, will be reviewed at half term, and it is hoped that some restrictions may be lessened slightly as more of the student body are vaccinated and additional SG guidance emerges.

8.3 The college is also focussing on how we retain a more flexible approach to learning and teaching; retaining the learning from the COVID experience to continue to flex our offer; and maximising the use of its estate.

8.4 The Students Association play an important role in supporting the wider College community in sharing student concerns; identifying areas for improvement; and supporting adherence to SG guidance. The SA attended a recent College Leadership Team meeting to share its views and shape our approach and agreed to approach class representatives for support in our approach to marshalling at break times.

8.5 In addition, the College, like the rest of the sector, has rolled out voluntary free lateral flow Covid testing twice a week to all staff and students. This provides another level of security for our staff and students

8.6 The College is currently working with NHS Lanarkshire on a revised protocol for outbreak management; and is engaged with the sector-wide discussions with the Scottish Government on a resource to support outbreak management.

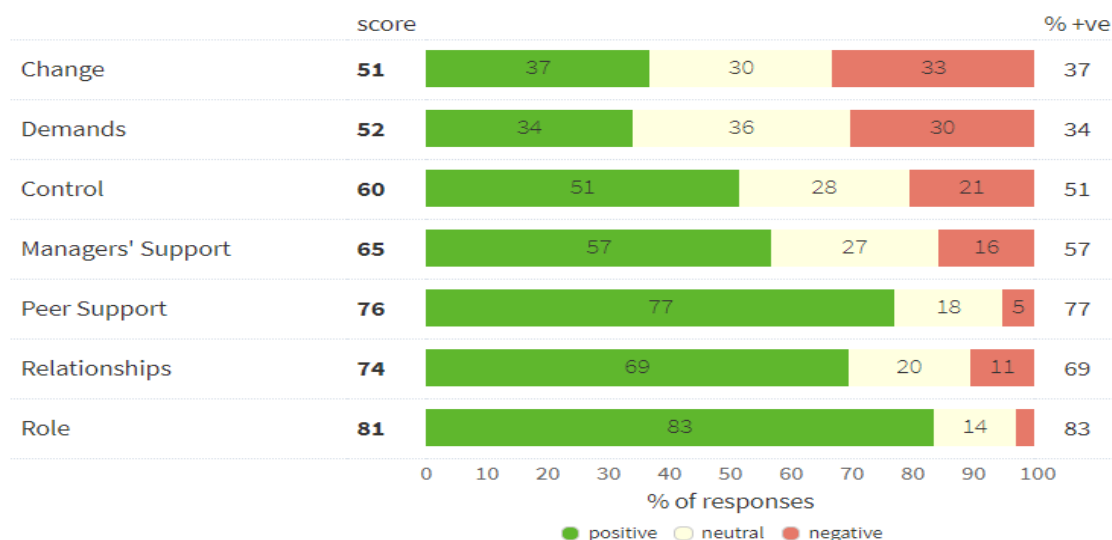
8.7 The college issued an updated COVID-19 Health and Wellbeing guide, revitalizing our guidance and benefits for colleagues to support themselves during the pandemic and the return to our 'new normal'. This includes mindfulness classes; yoga; circuits training, etc. We will again be offering access to flu vaccinations across November – this year will be a voucher scheme. In addition, the College Leadership Team and JNC continues to review the situation regularly.

9 HIGHEST QUALITY EDUCATION AND SUPPORT: VALUED AND ENTHUSIASTIC STAFF

9.1 The College introduced the HSE Organisational Stress Risk Assessment survey to all staff in spring 2021. This was supported by members of a Short Life Working Group, made up of a cross-section of college staff and supported by Trade Union colleagues.

9.2 The survey has now concluded with a high response rate of 83%. Results vary across the key areas of focus within the Organisational Stress Risk Assessment, which considered change management; role demands; role control; managers' support; peer support' relationships; role. As can be seen from the table below, understanding of role is our highest scoring area of focus (81); and our management and communication of **Change** (51) is our lowest scoring area.

Summary



9.3 In June we launched a trial staff recognition programme, “Employee Star Awards” to celebrate employees who live the college values and contribute to the success of the college. Colleagues were asked to recognise their peers and nominate for defined categories. Nine winners were selected by a panel, and the award ceremony was streamed live to all staff to celebrate the recognition awards collectively.

9.4 To welcome staff back to college for the new academic year, we held a successful three-day online conference, the first day of which included the Principal's address, an interview with Amal Azzudin, one of the original "Glasgow Girls" and human rights activist, fun activities such as virtual escape rooms and presentations at a strategic and operational level by the Principal and Depute Principal respectively.

9.5 The second day focussed on making SLC a better place for staff to work and students to learn. All staff were collated into their Faculty or Business Support groupings to discuss our strategic priorities and fit with job and team objectives. The groups also discussed how staff can really live the college values.

9.6 In addition, the results of the recent HSE Organisational Stress Risk Assessment were also shared with staff and they were given the opportunity to have local discussions about what worked well and where there was room for improvement. This was well received, and each area has now been tasked to put together an action plan which will feed into a corporate action plan for the college. The final day provided an opportunity for staff development sessions including familiarising themselves with Microsoft Outlook, which was introduced at half term (see below).

9.7 The College successfully migrated its email system to Outlook on 9th October as planned. This process included the transfer of over 1.1m emails so that the users' mailboxes matched what they had on the old system, and close working with the Microsoft supplier to ensure that the new system was secure. This now improves our ability to integrate with Teams and other software and will allow additional projects to be progressed. The introduction of Outlook has been well received by staff and students.

9.8 Work continues to progress towards securing re-accreditation of Investors in People (IiP) Platinum; IiP Wellbeing; and Leaders in Diversity. Part of this work includes a reinvigoration and automation of our approach to Career Review, and this was launched on 5 October following staff training; our new approach to staff recognition; and increasing staff awareness of FREDIE (fairness, respect, equality, diversity, inclusion and engagement). This process will also include online surveys, focus groups and some 121 interviews, including with Board members.

9.9 The College was recently re-accredited as a Disability Confident Employer. Find out more here: [Disability Confident Employer](#)

9.10 The College recently hosted the EmilyTest Charity on campus as part of our work with them to pilot the new campus Gender Based Violence charter, one of only two colleges in Scotland participating in the pilot programme. You can find out more about this here: [EmilyTest GBV](#)

10 GOOD NEWS STORIES

10.1 The College published its Key Facts 2020/21 document in August, recognising staff and student success; our KPIs for 2019/20; our response to COVID; and our commitment to sustainability and social and economic recovery. Read more here: [Key Facts 2021](#)

10.2 Our HR team won the S1 Jobs national award for their inclusivity and diversity practices in recruitment and employment at an online ceremony in August. The judges commended the college's enhanced approach to equality, diversity and inclusion across all stages of the employee journey, including recruitment activities such as anonymous

shortlisting, the training of HR and line managers in equality and unconscious bias and ensuring the selection criteria and processes are fair, equal and inclusive for all candidates. The press release can be found [here](#).

- 10.3 We are also pleased that SLC was shortlisted as a finalist for the Herald Higher Education Awards in the Outstanding Business of the Year Category. The submission was based on our innovative approach to delivering employers' workforce development needs and detailed our partnership with South Lanarkshire Council to upskill Lanarkshire's care sector workers. Read more here: [Upskilling Lanarkshire's Carers](#)
- 10.4 We have also been shortlisted as a finalist in the Lead 50/50 awards this year in the Executive Leadership category - in recognition of our commitment to diversity and inclusion within and across the College. The virtual ceremony takes place on 28 October. To find out more about the submission visit: [Lead 5050 Awards](#)
- 10.5 We have also been shortlisted as a finalist at the College Development Network Awards 2021 for the Employer Connections Award – the ceremony takes place on 9 December. Our nomination, Building Future Skills, is based on our collaboration with industry partners on a Skills Academy which supports sustainable construction and the green economy. To read more about the submission visit: [CDN Awards](#)
- 10.6 We continue to engage closely with industry partners in relation to events and seminars for students; CPD for staff; and the provision of industry materials to support student learning. Some of our events students supported the recent Playground Festival in Rouken Glen park and gained great experience and future job opportunities – read more [here](#). Our HN Childhood Practice students met with the Minister for Children and Young People on 30 September – read more [here](#)
- 10.7 One of our Hair & Beauty students won 2 bronze awards at the British Hair and Beauty Awards 2021 for the categories of Best Bridal/Special Occasion and Rising Star of the Year (read more [here](#)).
- 10.8 Great success for Sharon Robertson McCurdy, one of our Hair & Beauty students, who won Gold at the UK Wella Exposure competition in London last week, as the XPOSURE Colour the Cut UK & I Winner. Find out more about Sharon's success [here](#):
- 10.9 Our HNC Pastry students served dessert to 320 people at the annual Hospitality Industry Trust (HIT) lunch. This is a prestigious event, where both our students and staff demonstrated their skills and professionalism. More information can be found [here](#).
- 10.10 COP26 presents an opportunity for the College to showcase the sustainable activities taking place across our College community and to highlight the sustainable partnerships we have with local authorities, employers and the local community. We are organising a programme of on-campus and virtual events to take place across the period, including pledging to meet the Race to Zero climate change challenge; showcasing our Forest Kindergarten, our sustainable cuisine, science and sustainability, the recycling of PC components; demonstrations of our sustainable construction – heat pumps, wall insulation; etc. We are delighted that a number of our Hospitality students will be working with Compass Catering and the prestigious London-based catering firm, Payne & Gunter, to provide the catering for the COP26 event – including cooking dinner for

President Biden and supporting hospitality provision for between 10k-20k visitors per day. To find out more about plans in place visit: [COP 26 SLC plans](#)

10.11 SLC has also been asked to host the National Housing Building Annual conference in April 2022, which would mean that a whole range of employers and sector stakeholders would be able to view the college and its facilities (COVID restrictions permitting).

10.12 The Great British Slate Off – one of our student roofers is to take part in this event in Hereford in November. Should he win, he will go through to the WorldSkills event.

10.13 All links to our recent press coverage can be found in Annex A.

11. PRINCIPAL'S ENGAGEMENTS

11.1 In the period since the last Board meeting, the Principal has attended regular meetings of the College's Principal's Group; the PACE working group; the Lanarkshire Economic Forum and its Skills Sub-Group; the Young Person's Guarantee Implementation Group; bi-annual meetings of the OUIS External Advisory Group; and monthly meetings with Sandy Begbie on DYW matters. She had regular engagement with the Employers' Association.

11.2 She met with Collette Stevenson MSP on campus; met with the new Director of Health and Social Care at South Lanarkshire Council on campus; met with the CEO of APUC on campus; met with the CEO of the SFC; chaired a virtual meeting with Ms Haughey, the Minister for Children & Young People, with College staff and students; established quarterly meetings with South Lanarkshire Council's Directors of Community & Enterprise Resources and Education Resources; met with the Chair of the College's Good Governance Steering Group; met with the CEO of Colleges Scotland; attended a sector meeting with Jamie Hepburn, Minister for Further and Higher Education; attended the UKG Four Nations College Conference; the EK Task Force; and a UKG Scotland Roundtable on Places for Growth. She also supported a quality assurance review of the Education and Training Board in Ireland.

ANNEX A: LINKS TO PRESS RELEASES

[South Lanarkshire College recognised for its inclusivity](#)

[South Lanarkshire College students show off their skills at prestigious event](#)

[Principal of Lanarkshire college looks forward to welcoming students back on campus](#)

[Supporting the Health and Wellbeing of Students and Staff](#)

[Lanarkshire college to hold first in-person graduation since pandemic struck](#)

[South Lanarkshire College welcomes students for 2021](#)

[Smile Boxes lift the spirits of Lanarkshire students](#)

[Getting the buzz back on campus](#)

[FINALIST: COLLEGE DEVELOPMENT AWARDS 2021](#)

[College lecturer showcases on world stage](#)

[Events students steal the show at Playground festival](#)

[Surge in students learning from home sees South Lanarkshire College on course for a positive post-pandemic future](#)

[Mum campaigning to end gender-based violence after daughter took own life visits EK college](#)

[How South Lanarkshire College's new Associate Principal aims to build future careers](#)

