

BOARD OF MANAGEMENT

There will be a meeting of the Board of Management on 17 March 2026 at 1730 hours via Microsoft Teams or in the Boardroom at South Lanarkshire College

AGENDA

Agenda Item	Item	Paper (Link or No)	Owner
1	Apologies for Absence	N	VA
2	Declaration of any potential Conflicts of Interest in relation to any Agenda items	N	All
3	Minutes of Previous Meetings (09 Dec 2025) Minutes of Board of Management	03	DM
4	Matters Arising from the Previous Meeting (09 Dec2025)	N	DM
	External Presentation		
5	Colleges Scotland – Member Benefits Information	To follow	GD
	Matters for Approval (Items 6-10 no overview required as considered at previous Committee meetings)		
6	Reserved Item: Commercially Sensitive Legal Claim – Remitted from ARC	06	SMcM
7	Finance Strategy – Remitted from FRC	07	EMcK
8	Financial Sustainability Policy – Remitted from FRC	08	EMcK
9	Debt Management Policy –Remitted from FRC	09	PF
10	Finance Regulations – Remitted from FRC	10	PF
11	Co-option of Finance and Resources Committee (FRC) member	11	VA
12	Lift Capital Expenditure Approval	12	SMcM
	Matters for Discussion		
13	Student Association Report	13	CB
14	Chair's Update	14	DM
15	Principal's Update	15	SMcM
16	Reserved Item: Commercially Sensitive South Lanarkshire Collaborative Opportunities	16	SMcM
	Matters for Noting / Information (No overviews required – questions invited)		
17	Risk Register Update Strategic Risk Register (separate excel -see 17.1) Cyber Risk Register (separate excel – see 17.2)	17	PF
18	Reserved Item: Commercially Sensitive Key Performance Indicators and Strategic Dashboard Update	18	SMcM
19	Governance Rolling Review	19	VA
20	Board Approvals Paper – Dec-March 2026	20	VA
21	EIS-FELA Update	21	SG
	Committee Updates		
22	Reports by Chairs of Committees Audit and Risk Committee Learning, Teaching and Student Experience	22.1 22.2 22.3	

	Finance and Resources People and Culture	22.4	
23	Summation of Actions and Date of Next Meeting (16 June 2026)	N	VA
24	Any Other Business		All

Key

Board Members		
CB	Catriona Blacker	Executive Board Member and Student President
CS	Chris Sumner	Executive Board Member and Support Staff Representative
DMorw	Doug Morwood	Non-Executive Board Member
DMorr	Douglas Morrison	Chair – Board of Management
HA	Heather Anderson	Vice Chair – Board of Management & Chair – People and Culture Committee (PAC)
HM	Heather Meighan	Non-Executive Board Member
JB	John Brown	Non-Executive Board Member
JG	Jo Gill	Chair - Learning Teaching and Student Experience Committee (LTSE)
JM	Jacqueline Morrison	Non-Executive Board Member
JW	Jack Whyte	Executive Board Member and Student Vice President
KP	Kirsty Pinnell	Non-Executive Board Member
LW	Laura Wright	Chair - Finance and Resources Committee (FRC)
OA	Odira Atueyi	Non-Executive Board Member
PS	Peter Sweeney	Chair – Audit and Risk Committee (ARC)
SC	Scott Coutts	Senior Independent Member
SG	Scott Gray	TU (Lecturing) Representative
SMcM	Stella McManus	Principal and Chief Executive
TR	Tarryn Robertson	Executive Board Member and Teaching Staff Representative
Invited Members / Invitees		
EMcK	Elaine McKechnie	Vice Principal – Finance Resources and Sustainability
GMcl	Gary McIntosh	Head of People Services
KN	Kerry Nelson	Audit Scotland
PF	Paddy Feechan	Head of Finance
SP	Shona Pettigrew	Vice Principal - Student Experience and Innovation
VA	Vari Anderson	Governance Professional
WMaL	Wilma MacLeod	Head of Curriculum
DA	David Archibald	Henderson Loggie

BOARD OF MANAGEMENT

Draft Minutes 09 December 2025

Board of Management Meeting on 09 December 2025 at 1000 hours via Microsoft Teams and in the Boardroom at South Lanarkshire College

<p>Present Douglas Morrison (Chair) Stella McManus (online) Peter Sweeney Scott Coutts Laura Wright (online until 1100) Scott Gray Jacqueline Morrison Tarryn Robertson Jo Gill Odira Atueyi Kirsty Pinnell Jack Whyte Chris Sumner John Brown Doug Morwood Anna Stoll (online)</p>	<p>In Attendance Elaine McKechnie Shona Pettigrew Wilma MacLeod Paddy Feechan (online)</p>
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Vari Anderson (Governance Professional)
 Christine Clark (Executive and Governance Administrator)

Minutes

Agenda Item	Item
	The Chair welcomed all to the meeting, noting new members joining their 1 st BoM meeting: Anna Stoll, Chris Sumner, Doug Morwood and John Brown.
1	Apologies for Absence Catriona Blacker, Heather Anderson, Heather Meighan
2	Declaration of any potential Conflicts of Interest in relation to any Agenda items None noted.
3	Minutes of Previous Meetings – 09 September 2025 Approved as an accurate record.
4	Matters Arising from the Previous Meeting (09 September 2025) Action Points <ul style="list-style-type: none"> • Item 5: JG to provide form of words for inclusion around student usage of AI in certain circumstances. Ongoing work noted.

	<ul style="list-style-type: none"> Item 13: Consideration of training exercises on setting measurable statistics and contribution towards the creation of the dashboard. Key metrics and dashboard work is ongoing.
	Matters for Approval
5	<p>Annual Audit Report of Audit Scotland (External Auditors) and Completion Letter To be considered in conjunction with: Draft Financial Statement for the year to 31 July 2025.</p> <p>5.1 The Board were provided with a high-level overview confirming all audit adjustments have been processed. Ongoing recommendations are being addressed in 2026 and Audit Scotland have acknowledged the robust controls in place.</p> <p>5.2 The Board noted the Draft Financial Statement with a query raised regarding the calculation on page 145 (of the combined paper). Approved for sign off by the Chair and Principal following calculation review and reissue of the corrected version.</p> <p>The Board noted regular dialogue and collegiate approach with monthly updates including action plan updates for Committees and the Board of Management.</p> <p>Thanks were extended for ongoing work and input.</p>
6	<p>Actuarial assumption – Financial Statements 2024/25</p> <p>No paper in relation to this item which was on the Agenda in error.</p>
7	<p>Employee Learning and Development Policy</p> <p>The Board noted the Policy which has been considered by the People and Culture Committee (PAC) focussing on learning and development including teaching qualification requirements. This policy gives parity and is in line with devolved budgets.</p> <p>Discussion has also taken place within the Finance and Resources Committee (FRC) on Carbon Literacy which is currently non-mandatory. The Climate Change Action Team, including an entrepreneur in residence, will be rolling out training for staff.</p> <p>The Board acknowledged the need to maintain a reasonable balance between compliance of mandatory training whilst avoiding overburdening and the introduction of iTrent which will support career reviews, Objective progress tracking, staff training and the cascading of completed training.</p> <p>ACTION: Further discussion surrounding career reviews to take place during next PAC meeting and Board members are welcome to join that discussion. Policy approved by Board members.</p>
8	<p>Procurement Strategy</p> <p>The Board noted the Strategy paper which aligns with the college strategy and is subject to annual review.</p> <p>The Board was informed that the Finance and Resources Committee had requested the Strategy include references to the College’s role as an anchor institution and its use of local suppliers. The Board was updated that the</p>

	<p>Strategy is set by APUC and the Scottish Government, and therefore such amendments cannot be made by the College.</p> <p>A meeting has been arranged with Advanced Procurement for Universities and Colleges (APUC) on 17/12/25 to discuss potential usage of local suppliers and an update will follow.</p> <p>Query raised around duplication of 'Student Experience' (page 194 of the combined paper) which will be reviewed.</p> <p>Strategy approved by the Board subject to correction as above.</p>
9	<p>Modern Slavery Statement</p> <p>The Board noted the paper and highlights supplied on the College's collaborative working with suppliers, sector partners and public agencies to continue to strengthen and monitor modern slavery prevention. Further, the Board noted that training has been undertaken by relevant procurement staff and department leads to ensure legislative requirements are adhered to.</p> <p>Statement approved by the Board.</p>
10	<p>Committee Terms of Reference (ToR):</p> <p>10.1 Learning Teaching and Student Experience</p> <p>10.2 People and Culture</p> <p>10.3 Finance and Resources</p> <p>10.4 Audit and Risk</p> <p>The Board noted the Terms of Reference have been to relevant Committees for approval. The Governance Professional proposed an additional amendment to the Terms of Reference previously presented to the Learning, Teaching and Student Experience Committee. This change aligns with approvals for other Committees, adding a duty to collaborate with other committees and escalate matters where appropriate.</p> <p>The Board Approved the Committee ToRs.</p>
11	<p>Scheme of Delegation</p> <p>The Board noted the minor changes including deletion of references to the Lanarkshire Region and the change of Human Resources Committee (HRC) to People and Culture Committee (PAC).</p> <p>A query was raised regarding 'borrowing money' within section 4.2 (page 247 of the combined paper). As an action point, VA to make enquiries and to amend the numbering due to there being duplication of the number 4.2.</p> <p>The Board approved the paper subject to correction of numbering (4.2).</p>
	Matters for Discussion
12	<p>Student Association Report</p> <p>The Board acknowledged the overview provided including good engagement with events such as Halloween and noted the upcoming events; Men's Mental Health; Christmas Jumper Week; Breakfast / Lunch on Us; and Gender Based Violence: 16 Days of Activism. Further, it was noted that Refreshers' is scheduled on 27-29 January for the January 2026 student intake.</p>

	<p>The Board commended the new format report and video clips showcasing the huge amount of planning and delivery of events as discussed in the recent LTSE committee. The Board noted the improved communication with student representatives this year and excellent visibility and engagement with students and visitors at the college.</p>
13	<p>Chair's Update</p> <p>The Board noted the update following a busy year with lots of foundational work taking place. Effort, tenacity and patience was acknowledged, including the 2030 Strategy, and the beginning of an exciting future for the college.</p> <p>Thanks were extended for the assistance and support of the management and auditors during the challenging period of dissolution of the Lanarkshire Region.</p>
14	<p>Principal's Update</p> <p>The Board noted there have been changes since the submission of this update including meetings with Colleges Scotland and John Swinney's announcement on regional devolution. Principals and Board Chairs from the six colleges within the Colleges' Partnership West are progressing discussions on collaborative approaches to skills delivery for the Glasgow City Region. Vice Principals across the region are also exploring workstreams and opportunities for upskilling.</p> <p>The Board also noted 8 Local Authorities have been allocated funding for research into real world use. SLC is working with South Lanarkshire Council noting lots of activity around UK monies and funding. Glasgow is the first region in Scotland with this devolved regional structure.</p> <p>Query raised around section 4.1 on 11 colleges possibly running out of cash in 2026/27 with comments that action and innovation does not appear to be happening quickly enough.</p> <p>Congratulations were extended to Student Services and CS for their recent CDN Awards.</p> <p>In recognition for hard work over this year, permission was sought to close the college on Thursday 18th December at 1630 as a thank you to all staff. The Board approved this request for notification within the Staff Newsletter being circulated today.</p>
	Matters for Noting / Information
15	Intentionally blank
16	<p>Board Member Update</p> <p>The Board noted recent appointments of Chris Sumner, Doug Morwood, John Brown and Anna Stoll to the Board of Management and the resignation of Ronnie Smith from the Board.</p>
17	<p>17.1 Risk Register Update</p> <p>17.2 Strategic Risk Register</p> <p>17.3 Cyber Risk Register</p>

	<p>The Board considered the Risk Register updates noting recent discussions with Henderson Loggie and ARC, dashboard and new systems/software progression and time constraints with the Annual Audit Review (AAR).</p> <p>Action: ARC to consider changes to the Risk Registers including the number and impacts of risks and including engagement with stakeholders.</p>
18	<p>Governance Rolling Review</p> <p>The Board noted the latest version of the Rolling Governance Review. The Chair and Governance Professional will follow up on TU Support appointment as an action point.</p>
19	<p>Key Performance Indicators and Strategic Dashboard</p> <p>The Board noted the paper for ongoing discussions at the next round of Committee meetings.</p>
20	<p>Approvals Paper</p> <p>The Board noted all papers which were approved via e-mail correspondence for the period September – December.</p>
21	<p>EIS-FELA Update</p> <p>The Board noted the branch has adopted a similar set up to the Board with Committees being set up. The Board acknowledged the updates from EIS and the collegiate approach over last quarter.</p>
22	<p>External Effectiveness Report (EER)</p> <p>The Board noted the overview and link to the EER, noting acknowledgement of the positive feedback at the recent ARC meeting. The Chair extended thanks to all members involved.</p>
23	<p>Self-Evaluation and Action Plan (SEAP) Submission</p> <p>The Board noted the SEAP was submitted by the required deadline. Cross analysis by SFC will be circulated on receipt. Assurance has been received that our evaluation aligns with the SFC evaluation.</p> <p>The Chair and Principal confirmed the SEAP no longer requires Board approval as core business and commended the strong piece of work completed. Feedback of concern will be supplied to SFC around the Board not being required to view the report. Noted SFC's Outcomes Framework and Assurance Model (OFAM) will produce a report annually.</p> <p>Query raised regarding Table 4 (credit activity) %age and Table 5 application conversion rate. SP will review and any direct SEAP enquiries to be raised with SP in the first instance. Any substantive changes will be reported to the LTSE Committee.</p>
	Committee Updates
24 24.1	<p>Reports by Chairs of Committees</p> <p>Learning Teaching and Student Experience</p>

24.2 24.3 24.4	People and Culture Audit and Risk Finance and Resources The Chairs/Acting Chairs provided the Board with brief overviews.
25	<p>Summation of Actions and Date of Next Meeting (17 March 2026)</p> <p><u>Approvals:</u></p> <ul style="list-style-type: none"> • Item 5: Annual Audit Report of Audit Scotland and Completion Letter subject to review of numbers. Chair and Principal to sign Financial Statements. • Item 7: Employee Learning and Development Policy with further discussions on career reviews to be included in the next PAC. • Item 8: Procurement Strategy with an update following the APUC meeting on 17/12/25 and checking headings (page 194). • Item 9: Modern Slavery Statement • Item 10: Committee Terms of Reference: <ul style="list-style-type: none"> - Learning Teaching and Student Experience - People and Culture - Finance and Resources - Audit and Risk • Item 11: Scheme of Delegation with review around 4.2 regarding borrowing money and duplication of 4.2 numbering. • Item 14: 4.30pm finish on Thurs 18/12/25. • Item 17: ARC to consider changes to Risk Register • Item 18 VA and DM TU rep Unison • LTSE to have oversight of any amendments to SEAP. <p>Date of next meeting 17/3/26</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> • Item 7 – Career reviews to be discussed at next PAC • Item 11 – VA to make enquiries around ‘borrowing money’ and update numbering • Item 17: ARC to consider changes to Risk Register including the number and impact of risks and engagement with stakeholders. • Item 18: DM and VA to write to Unison regarding appointment of TU representative.
26	<p>Any Other Business</p> <p>VA – confirmed Lunch has been booked for 12noon in The Study (1st Floor)</p> <p>SMcM – Extended her thanks to the Board for help and support over the year.</p> <p>DM – Echoed his thanks to all for efforts during 2025, noting 2026 will be a defining year with a busy Committee schedule ahead. The Chair reconfirmed direct contact can be made at any time.</p>

Key:

AS	Anna Stoll	Non-Executive Board Member
CB	Catriona Blacker	Executive Board Member and Student President
DM	Douglas Morrison	Chair – Board of Management
DMorw	Doug Morwood	Non-Executive Board Member
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SMcM	Stella McManus	Principal and Chief Executive
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<u>Invited Members / Invitees</u>		
EMcK	Elaine McKechnie	Vice Principal – Finance Resources and Sustainability
GMcl	Gary McIntosh	Head of Human Resources
PF	Paddy Feechan	Head of Finance
SP	Shona Pettigrew	Vice Principal – Finance Resources and Sustainability
VA	Vari Anderson	Governance Professional
WMacL	Wilma MacLeod	Head of Curriculum



South
Lanarkshire
College

East Kilbride

BOARD OF MANAGEMENT

DATE	17 March 2026
TITLE OF REPORT	Finance Strategy
REFERENCE	07.0
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal Finance, Resources and Sustainability Elaine.McKechnie@slc.ac.uk
PURPOSE:	To request members to approve the Finance Strategy as remitted to the Board by the Finance & Resources Committee on 24 February 2026
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none">• Approve the Finance Strategy.
EQUALITIES	There are no adverse implications for equalities identified within the attached report.
RISK	<ul style="list-style-type: none">• That the College does not have an effective Finance Strategy in place to safeguard the organisation and ensure the proper use of public funds.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none">• Student Experience• People and Culture Development• Innovation and Growth• Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none">• The report sets out the key principles of Finance Strategy.• While the Finance Strategy defines how the College will use financial resources to achieve its goals, the Financial Sustainability Policy defines what the rules, principals and boundaries are that guide the College in managing its finances.• It also sets out responsibilities for the Board of Management and all College staff.

1. INTRODUCTION

1.1 The purpose of this paper is to provide an overview of the Finance Strategy to ensure effective financial governance, management and control.

2 PURPOSE AND SCOPE

2.1 The purpose of the policy is to provide a clear roadmap for managing financial resources effectively to achieve the College's strategic goals.

2.2 The strategy applies to all members of staff within the College with specific responsibilities as outlined in the governance and accountability section.

3 GOVERNANCE CONTEXT

3.1 The Board must approve the Strategy, annual budget and long-term financial plan.

3.2 The Principal and Executive Team are responsible for delivering the finance strategy and ensuring compliance with all regulatory requirements.

3.3 The Head of Finance will manage the financial resources to deliver key elements of the finance strategy.

3.4 Budget holders support the delivery of the finance strategy through operational ownership of financial plans pertaining to their individual areas of responsibility

4 FINANCE STRATEGY

4.1 The strategy is set in the context of a financial planning framework; looking at long-term financial planning, annual budgeting, cashflow management and forecasting.

4.2 The income strategy is focused on reducing reliance on core grant funding with a strong emphasis on income diversification.

4.3 Cost management and efficiency is a collaborative initiative across many departments within the College, not solely finance. The focus is on effective workforce planning, realising operational efficiencies and effective management of estates and digital infrastructure.

4.4 Risk management and resilience are important aspects of the strategy, with all finance decisions requiring alignment to the Board of Management's risk appetite.

4.5 Financial resilience is embedded in business continuity and emergency planning which is a priority for the College.

5 REVIEW

5.1 The strategy is subject to review every 3 years by the Head of Finance in conjunction with the Senior Leadership Team.

6 EQUALITIES

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

7 RISK

7.1 That the College does not have an effective finance strategy in place to safeguard the organisation and ensure the proper use of public funds

8 RECOMMENDATIONS

8.1 Members are recommended to:

8.1.1 Approve the finance strategy.

South Lanarkshire College

Finance Strategy

A college approach to the management of its financial affairs

Version number 1.0

Document Information

Procedure Published/Created:	February 2026
Review Date:	
Owner:	Vice Principal – Finance
Approved by:	
Equality Impact Assessment:	

Next Review Date:	February 2029
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Version History

Version Number	Date	Author	Rationale
1.0	February 2026	Vice Principal – Finance, Resources and Sustainability	A strategy informing approach to management of the College’s financial affairs

Quick Links

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

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



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

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



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PURPOSE

This Finance Strategy sets out how the College will achieve long term financial sustainability while delivering high quality learning, teaching, and skills development.

It provides a framework for financial planning, decision making, and resource allocation that supports the College's strategic ambitions and statutory responsibilities.

SCOPE

This strategy applies to all members of staff within the College with specific responsibilities as outlined below.

This strategy should be read in conjunction with the College Equality and Diversity Policy.

STRATEGIC OBJECTIVES

The Finance Strategy aims to:

- Ensure the College remains financially sustainable over the medium and long term.
- Align financial planning with Strategy 2030, supporting the strategic priorities of Growth and Innovation, Sustainability and regional needs.
- Enable targeted investment in people, digital capability, estates and innovation.
- Deliver value for money in the use of public funds
- Strengthen organisational ability to withstand and adapt to funding pressures whilst still maintaining high quality learning and teaching; primarily through income diversification, income growth and robust risk management
- Ensure compliance with the SFC Financial Memorandum, Scottish Public Finance Manual, and all relevant legislation

FINANCIAL PLANNING FRAMEWORK

Long Term Financial Planning

- Maintain a rolling three-year financial plan aligned with strategic priorities.
- Model multiple scenarios, including downside risks such as funding reductions, demographic shifts, and pay pressures.
- Ensure capital planning supports estate condition, digital transformation, and net zero commitments.

Annual Budgeting

- Produce a balanced, realistic annual budget approved by the Board of Management, achieving a minimal annual surplus.

- Ensure budgets reflect statutory obligations, curriculum needs, and regional outcome agreements.
- Require budget holders to operate within delegated authority and demonstrate accountability

Cashflow

- Managing cash flow to meet the revenue and capital investment needs.

Forecasting

- Update financial forecasts at least quarterly, or more frequently during periods of volatility.
- Report variances promptly and implement corrective actions where required.

INCOME STRATEGY

Core Public Funding

- Maximise delivery against SFC credit targets and maintain compliance with funding conditions.
- Engage proactively with SFC to influence funding allocations and support strategic initiatives
- Reduce reliance on core public funding by expanding and strengthening diversified income streams, thereby enhancing the College's ability to respond and adapt to financial pressures and reducing exposure to funding risk.

Income Diversification and Growth

To strengthen the College's ability to withstand and adapt to funding pressures, the College will grow non-SFC income through:

- The expansion of commercial training and employer partnerships
- Growth in apprenticeships and workforce development activity.
- International activity, where viable, that is sustainable and fully compliant.
- The delivery of contracted services and externally funded projects.
- Innovation, research, and knowledge exchange in partnership with business and other educational establishments.

The College will also explore joint partnerships with other educational institutions to collaboratively grow income through complementary curriculum offerings that support wider community objectives and regional skills and economic development.

All diversification and growth activity must be financially viable, aligned with college aims and compliant with governance requirements.

COST MANAGEMENT AND EFFICIENCY

Workforce Planning

- Align staffing structures with curriculum demand and strategic priorities.
- Manage the financial impact of national bargaining through scenario planning and workforce optimisation.
- Invest in staff development to support productivity and digital capability
- Create departmental training plans which are co-designed by the Learning, Teaching and Innovation Team.

Operational Efficiency

- Implement continuous improvement across all functions through effective curriculum and operational and enhancement plans. Specific plans to implement financial aims are detailed within the annual curriculum and operational plans and resources are allocated to enable the actions to be implemented and measurable targets set.
- Review procurement, contracts, and estates operations to identify efficiency opportunities.
- Leverage shared services and collaboration when beneficial.

Estates and Digital Infrastructure

- Prioritise investment in estate condition, energy efficiency, and digital transformation.
- Develop a long-term capital plan aligned with net zero requirements and SFC capital guidance.
- Ensure robust lifecycle planning for digital assets.

RISK MANAGEMENT

Risk Appetite

- All financial decisions must align with the Board of Management's approved risk appetite.
- Any proposal that exceeds this appetite must be escalated for Board consideration.

Financial Risk Management

- Maintain a comprehensive financial risk register reviewed by the Audit and Risk Committee.
- Monitor risks related to funding, pay awards, inflation, estates condition, and enrolment.
- Maintain adequate reserves and cashflow to manage volatility.

Business Continuity

- Ensure the College can anticipate, withstand and adapt to financial pressures while continuing to deliver high quality learning and teaching. This should be embedded in business continuity and emergency planning.
- Maintain appropriate insurance and contingency arrangements, with regular contract review meetings in place to advise of any new or growing risks facing the College.

GOVERNANCE AND ACCOUNTABILITY

Board of Management Oversight

- The Board of Management approves the financial strategy, annual budget, and long-term financial plan.
- The Board of Management is responsible for ensuring that funds from the Scottish Funding Council are used only in accordance with the Further & Higher Education (Scotland) Act 2005, the Financial Memorandum and any other conditions as prescribed by the Scottish Funding Council from time to time.
- It is also responsible for ensuring that the financial and other management controls applied by the College are sufficient to safeguard funds received from the Scottish Funding Council.
- The Board of Management of the College is also responsible for delivering value for money from public funds and it should keep under review its arrangements for managing all the resources under its control.
- The Board receives regular financial performance reports and monitors sustainability indicators.

Executive Leadership

- The Principal and Executive Team are responsible for delivering the financial strategy and ensuring compliance with all regulatory requirements.
 - The Principal/Chief Executive is the designated Accounting Officer and as such is required to satisfy the Board of Management that there is compliance with the requirements stated above.
 - The Vice Principal Finance, Resources & Sustainability is responsible for advising the Principal/Chief Executive and the Board of Management in respect of all financial matters and for achieving the Finance Strategy.

Head of Finance

- The Head of Finance will manage the financial resources to deliver key elements of the Finance Strategy. The Head of Finance is also responsible for providing

information, guidance and support to enable Budget Holders to meet their responsibilities.

- The Head of Finance must maintain strong internal controls, segregation of duties, and audit assurance, ensuring compliance with:
 - SFC Financial Memorandum
 - Scottish Public Finance Manual
 - Charities legislation
- Audit Scotland guidance

Budget Holders

- Budget Holders support the delivery of the Finance Strategy through their operational ownership of financial plans pertaining to their individual areas of responsibility. They are responsible for delivering services within budgeted resources and ensuring value for money.
- Budget holders are also responsible for ensuring they are aware of the College's Financial and Procurement Regulations, procedures and controls.

VALUE FOR MONEY (VFM)

The College will:

- Demonstrate efficient use of public funds and follow due process as prescribed by the Scottish Public Finance Manual;
- Evaluate the cost effectiveness of programmes and services through effective procurement reviews and tender processes;
- Use procurement practices that secure best value; and
- Provide high quality financial information to support budget holders, the Senior Leadership Team and Board of Management in all decision-making.

MONITORING AND REVIEW

- Financial performance is monitored monthly by the Executive Team, the Senior Leadership Team and quarterly by the Board.
- The Finance Strategy is reviewed every three years, or sooner if required by changes in funding, legislation, or strategic priorities.
- Internal and external audits provide independent assurance of financial management and sustainability.
- The successful achievement of this strategy will be monitored against Key Performance Indicators (KPIs) that align to the Strategic Dashboard reviewed by the Board of Management quarterly.

RELATED DOCUMENTS

[SLC Strategy 2030](#)

Annual Budget and Financial Strategy

[Financial Memorandum with the College Sector - 1 December 2014](#)

[Scottish Public Finance Manual - gov.scot](#)

Procurement Policy

Risk Management Policy

Estates and Digital Strategies

Financial Sustainability Policy

Procurement Policy

Financial Regulations



South
Lanarkshire
College

East Kilbride

BOARD OF MANAGEMENT

DATE	17 March 2026
TITLE OF REPORT	Financial Sustainability Policy
REFERENCE	08.0
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal Finance, Resources and Sustainability Elaine.McKechnie@slc.ac.uk
PURPOSE:	To request members to approve the Financial Sustainability Policy as remitted to the Board by the Finance & Resources Committee on 24 February 2026.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none">• Approve the Financial Sustainability Policy
EQUALITIES	There are no adverse implications for equalities identified within the attached report.
RISK	<ul style="list-style-type: none">• That the College does not have an effective Financial Sustainability Policy in place to safeguard the organisation and ensure effective use of public funds.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none">• Student Experience• People and Culture Development• Innovation and Growth• Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none">• The report sets out the key principles of Financial Sustainability Policy• While the Finance Strategy defines how the College will use financial resources to achieve its goals, the Financial Sustainability Policy defines what the rules, principals and boundaries are that guide the College in managing its finances.• Like the Finance Strategy, the Policy also sets out responsibilities for the Board of Management and all College staff.

1. INTRODUCTION

1.1 The purpose of this paper is to provide an overview of the Financial Sustainability Policy, which sets out rules, principles and boundaries that guide the College in ensuring effective financial governance, management and control.

2 PURPOSE AND SCOPE

2.1 The purpose of the policy is to protect the College's medium to long-term health especially in the context of funding restrictions and added cost pressures.

2.2 The policy applies to all members of staff within the College with specific responsibilities as outlined in the governance and accountability section.

3 GOVERNANCE CONTEXT

3.1 The Board must ensure effective oversight of financial sustainability and risk

3.2 The Principal and Executive Team are responsible for ensuring the delivery of financial plans

3.3 The Head of Finance leads financial planning, reporting and control

3.4 Budget Holders manage budgets responsibly and within delegated levels of authority.

4 POLICY STATEMENT

4.1 The College is committed to operating in a financially sustainable manner that

4.1.1 Ensures long-term viability and resilience

4.1.2 Protects the quality of the learner experience

4.1.3 Demonstrates value for money in the use of public funds

4.1.4 Supports strategic ambitions, regional priorities and national skills needs

4.1.5 Enables investment in people, infrastructure, digital capability and innovation.

5 REVIEW

5.1 The policy is subject to review every 3 years by the Head of Finance in conjunction with the Senior Leadership Team.

6 EQUALITIES

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

7 RISK

7.1 That the College does not have an effective Financial Sustainability Policy in place to safeguard the organisation and ensure effective use of public funds

8 RECOMMENDATIONS

8.1 Members are recommended to

8.1.1 Approve the Financial Sustainability Policy.

South Lanarkshire College

Financial Sustainability Policy

**A guide for use within the Scottish Further
Education (FE) College Sector**

Version number 1.0

Document Information

Procedure Published/Created:	February 2026
Review Date:	
Owner:	Vice Principal – Finance, Resources and Sustainability
Approved by:	
Equality Impact Assessment:	
Next Review Date:	February 2029

Version History

Version Number	Date	Author	Rationale
1.0	January 2026	Vice Principal – Finance, Resources and Sustainability	A policy informing approach to financial sustainability for the College

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PURPOSE

This policy sets out the principles, responsibilities, and practices that ensure the long-term financial sustainability of the College.

It supports the College's mission to deliver high-quality learning, teaching, and skills development while maintaining robust stewardship of public funds.

The policy aligns with requirements set by the Scottish Funding Council (SFC), the Scottish Public Finance Manual (SPFM), and relevant legislation governing Scotland's FE sector.

SCOPE

This policy applies to:

- All College staff involved in financial planning, budget management, procurement, and resource allocation.
- Senior leadership, including the Principal and Executive Team
- The Board of Management and its committees.

POLICY STATEMENT

The College is committed to operating in a financially sustainable manner that:

- Ensures long-term viability and ability to withstand and adapt to financial pressures
- Protects the quality of the learner experience
- Demonstrates value for money in the use of public funds
- Supports strategic ambitions, regional priorities, and national skills needs
- Enables investment in people, infrastructure, digital capability, and innovation

Financial sustainability is achieved through prudent planning, effective risk management, strong governance, and continuous improvement in operational efficiency.

CONTEXT

Financial sustainability in Scotland's colleges is shaped by a unique combination of:

- public sector funding constraints;
- demographic pressures;
- policy expectations; and
- structural cost drivers.

Understanding this context is essential for effective planning and governance.

KEY PRINCIPLES

Long-Term Financial Planning

- Maintain a rolling three-year financial plan aligned with the College's Strategy 2030 and SFC requirements.
- Model multiple financial scenarios, including downside risks, demographic changes, and funding variations.
- Ensure capital planning supports estate condition, digital transformation, and net zero commitments.

Balanced and Responsible Budgeting

- Produce an annual budget that is realistic, balanced, and approved by the Board of Management.
- Ensure budgets reflect strategic priorities, statutory obligations, and regional outcome agreements.
- Require all budget holders to operate within approved allocations and demonstrate accountability.

Income Diversification and Growth

- Strengthen the College's ability to withstand and adapt to financial pressures by growing non-SFC income streams, including:
 - Commercial training
 - Apprenticeships
 - International partnerships (where appropriate)
 - Contracted services
 - Innovation and project funding
- Ensure all commercial activity is financially viable and aligned with the College's aims.

Cost Control and Efficiency

- Implement continuous improvement and efficiency measures across operations.
- Optimise staffing structures while safeguarding educational quality.
- Ensure procurement follows best value principles and SPFM guidance.
- Regularly review contracts, estates costs, and digital infrastructure for efficiency opportunities.

Risk Management

- Maintain a comprehensive financial risk register reviewed by the Audit and Risk Committee.
- Identify and mitigate risks related to funding, inflation, pay awards, estates condition, and enrolment.
- Ensure adequate reserves and cashflow to manage volatility and unforeseen events.
- All financial and operational practices must be conducted in alignment with the Board of Management's approved risk appetite. Decisions that exceed this risk appetite must not be taken without explicit Board approval.

Governance and Accountability

- Ensure transparent reporting to the Board, SFC, auditors, and stakeholders.
- Comply with all statutory and regulatory requirements, including:
 - SFC Financial Memorandum
 - Charities and Trustee Investment (Scotland) Act
 - SPFM
 - Audit Scotland guidance
- Maintain strong internal controls and independent audit assurance.

Ethical and Sustainable Financial Practice

- Ensure financial decisions support equality, inclusion, and fair work principles.
- Prioritise sustainability, including carbon reduction and responsible procurement.
- Avoid financial practices that compromise long-term stability for short-term gain.

ROLES AND RESPONSIBILITIES

Board of Management

- Approves the financial strategy, annual budget, and long-term financial
- Ensures effective oversight of financial sustainability and risk
- Receives regular financial performance reports

Principal and the Executive Team

- Provides strategic leadership and ensures delivery of financial plans
- Embeds financial sustainability across all operational areas
- Ensures compliance with SFC and statutory requirements

Head of Finance

- Leads financial planning, reporting, and control

- Advises the Board and Executive on financial risks and opportunities
- Ensures accurate, timely financial information and compliance

Budget Holders

- Manage budgets responsibly and within delegated authority
- Identify efficiency opportunities and report variances promptly
- Support accurate forecasting and financial planning

All College Staff

- Use resources responsibly and contribute to value for money culture.

MONITORING AND REVIEW

- Financial performance is monitored monthly by the Executive Team and quarterly by the Board.
- The policy is reviewed every three years, or sooner if required by changes in legislation, SFC guidance, or strategic priorities.
- Internal and external audits provide independent assurance of financial sustainability practices.

RELATED DOCUMENTS

[SLC Strategy 2030](#)

Annual Budget and Finance Strategy

[Financial Memorandum with the College Sector - 1 December 2014](#)

[Scottish Public Finance Manual - gov.scot](#)

Procurement Policy

Risk Management Policy

Estates and Digital Strategies

BOARD OF MANAGEMENT

DATE	17 March 2026
TITLE OF REPORT	Debt Management Policy and Procedure
REFERENCE	09.
AUTHOR AND CONTACT DETAILS	Paddy Feechan, Head of Finance, Paddy.Feechan@slc.ac.uk
PURPOSE:	To request members to approve the Debt Management Policy & Procedures as remitted to the Board by the Finance & Resources Committee on 24 February 2026.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • Approve the Debt Management Policy and Procedures.
EQUALITIES	There are no adverse implications for equalities identified within the attached report.
RISK	<ul style="list-style-type: none"> • That the College does not have up to date policies in place to safeguard the organisation and ensure the proper use of public funds.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Student Experience • People and Culture Development • Innovation and Growth • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The report sets out the key principles of the Debt Management Policy and Procedures • It also sets out responsibilities for the Board of Management and all College staff.

1. INTRODUCTION

1.1 The purpose of this paper is to provide an overview of the Debt Management Policy & Procedures.

2 PURPOSE AND SCOPE

2.1 The policy exists to ensure that all income due is collected efficiently, fairly, and in accordance with public sector financial standards.

2.2 The scope of the policy is in the context of all tuition fees, commercial income, service charges and other monies owed to the College from students, apprentices, employers, commercial clients and partner organisations.

3 GOVERNANCE CONTEXT

3.1 The Board oversees debt levels and approves write offs above delegated threshold of £10,000.

3.2 The Principal and Executive Team ensure the effective implementation of the policy and monitor debt.

3.3 The Head of Finance manages the policy and ensures relevant updates are made.

3.4 The Finance Advisors in the Finance Team issue invoices, monitor debt and undertake debt recovery actions when necessary.

3.5 Budget holders are responsible for ensuring accurate billing activity within their area.

4 DEBT MANAGEMENT PROCEDURE

4.1 The purpose of the process is to support the delivery of the College's strategic objectives by identifying and mitigating the impact of unrecovered debts that could pose a substantial financial risk to the College.

4.2 The College adheres to a four main phases of debt recovery

4.2.1 Initial stage: invoice is raised and 30 days grace period allowed

4.2.2 Past-payment due date: a reminder is sent

4.2.3 Follow up stage: 30 days following the reminder a final reminder is sent

4.2.4 Final stage: after a further 30 days, a final notice is issued, and debt is passed to the external collection agency.

4.3 Legal action may be taken for significant debts where recovery is likely and cost-effective.

5 STUDENT FUNDING AND BURSARIES

5.1 Where a student has received a bursary payment in error or has been overpaid (for example, due to withdrawal from a course partway through the year), the College will seek to recover the overpaid amount as part of the year end process, as custodian of the Scottish Funding Council funds.

- 5.2 No de minimis limit applies; the College is duty bound to attempt to clawback funding that has been paid to a student erroneously.
- 5.3 The Finance Advisors in the Finance Team will prepare a standard email and send it to an identified list of affected students.
- 5.4 If no email response is forthcoming within six months of the email being sent, student funding and bursary overpayments will be written on based on the above thresholds and delegated levels of responsibility.
- 5.5 These debts are not sent to the debt recovery agency.

6 REVIEW

- 6.1 The policy is subject to review every 3 years by the Head of Finance in conjunction with the Senior Leadership Team.

7 EQUALITIES

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

8 RISK

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

9 RECOMMENDATIONS

- 9.1 Members are recommended to
- 9.1.1 Approve the Debt Management Policy and Procedures.

South Lanarkshire College

Debt Management Policy and Procedure

**A framework within which debt management
will be administered within the College.**

Version number 4.0

Document Information

Procedure Published/Created:	2014
Review Date:	2019
Owner:	Head of Finance
Approved by:	
Equality Impact Assessment:	
Next Review Date:	February 2029

Version History

Version Number	Date	Author	Rationale
1.0	July 2013	Head of Finance	A framework for debt management at the College
2.0	Aug 2016	Head of Finance	Relevant updates
3.0	Aug 2019	Head of Finance	Relevant updates
4.0	Feb 2026	Head of Finance	Relevant updates

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Purpose

This policy sets out the College's approach to managing debt owed to the College. It ensures that all income due is collected efficiently, fairly, and in accordance with public sector- financial standards.

Effective debt management supports the College's financial sustainability, cashflow stability, and responsible stewardship of public funds.

Scope

This policy applies to:

- All tuition fees, commercial income, service charges, and other monies owed to the College
- All students, apprentices, employers, commercial clients, and partner organisations
- All staff involved in invoicing, credit control, finance operations, and income management

It does **not** apply to external borrowing, which is governed separately under Scottish Government rules for public bodies.

This policy also incorporates the procedure for the recovery of Bursary and other student support funding overpayments.

Context

- Students are expected to pay their course fees at the time of enrolment with some discretion available to allow payment by instalment.
- If a sponsor or employer is paying the fees on the students' behalf, the College requires a letter from the sponsor or employer on letter-headed paper stating that they are responsible for payment of the students' fees.
- Higher Education students should apply to SAAS for funding no later than 31st March in the academic year in which they are studying, Failure to apply for funding will result in a personal invoice being raised.
- Debtors who have not paid in full at enrolment, planned to pay by standing order instalments or applied for a Part Time Fee Grant (PTFG) will be sent an invoice.

Policy Statement

The College is committed to:

- Ensuring all income due is collected in a timely and transparent manner
- Minimising the level of outstanding debt and reducing the risk of bad debt
- Applying consistent, fair, and proportionate debt recovery processes

- Supporting students and clients experiencing financial difficulty
- Complying with the SFC Financial Memorandum, SPFM, and relevant legislation

The College will balance effective debt recovery with its commitment to widening access, inclusion, and positive learner outcomes.

Key Principles

Accuracy and Timeliness

- All invoices must be accurate, issued promptly, and supported by appropriate documentation
- Invoices raised to local authorities and businesses must include a valid Purchase Order Number when requested.
- Payment terms must be clearly communicated at the point of enrolment, contract, or service delivery.

Fair and Consistent Recovery

- Debt recovery processes will be applied consistently across all categories of debtor.
- Recovery actions will be proportionate to the level and age of the debt.

Support for Students

- Students experiencing financial hardship will be offered support, including:
 - Payment plans
 - Referral to student funding teams
 - Advice on available financial assistance
- Recovery actions will take account of the College's duty of care and commitment to equitable access.

Compliance and Governance

- Debt management practices must comply with public sector -financial standards, including the SPFM requirement for effective credit control.
- The Board of Management will receive regular reports on debt levels, trends, and write offs.

Minimising Bad Debt

- The College will actively monitor outstanding balances and take early action to prevent debts becoming irrecoverable.
- Bad debt write-offs- require approval in line with the College's Scheme of Delegation and SFC guidance.

Debt Recovery Process

Initial Stage

- Invoice issued with standard payment terms (normally 30 days).
- Reminder issued shortly after the due date if payment has not been received, stating methods of payment or payment by standing order.

Follow Up Stage

- 30 days following the first reminder, a second and final reminder is issued, including details of consequences for non-payment.

Final Stage

- After a further 30 days from the second and final reminder, a final notice is issued advising that the debt may be passed to the College's external collection agencies.
- External recovery will be used only when internal processes have been exhausted.
- At this time, the Digital Team will also be notified to withhold student results & certification. Students will also be precluded from attending the College's graduation ceremony.
- Moreover, students who owe fees from a previous year will not be allowed to re-enrol until arrangements are made to settle any outstanding fee debt.

Legal Action

- Legal action may be taken for significant debts where recovery is likely and cost effective.
- Any legal action must be authorised in accordance with the Scheme of Delegation.

Payment Arrangements

- The College may agree payment plans where appropriate, particularly for students.
- Payment plans must be realistic, time-bound, and monitored regularly.
- Failure to adhere to an agreed plan may result in reinstatement of recovery actions.

Write Offs

- Debts may be written off only when all reasonable recovery efforts have been exhausted.
- Write offs must follow:
 - The College's Scheme of Delegation
 - SFC Financial Memorandum requirements
 - Audit Scotland expectations
- All write offs will be reported to the Board of Management or relevant committee.

Referral of debts to the College external recovery company

- There is a de minimis limit of £50, below which an individual student debt will not be referred to the recovery company.
- A fixed administration fee of £40 can be applied for late payment or debt escalation depending on individual student circumstances.

Debt write off thresholds

- Individual debtor balances to the value of £1,500 can be authorised for write off by the Head of Finance.
- Debts between £1,500 and £10,000 must be approved by the Vice-Principal, Finance, Resources & Sustainability.
- Debts over £10,000 must be brought to the Principal and agreed by the Board of Management in line with the College's Finance Regulations. However, the Board delegates authority for write-offs to its Finance & Resources Committee.

Reporting of bad debt write offs

The following must be reported to the Board of Management and the Scottish Funding Council on an annual basis:

- Individual bad debts written off with a value of greater than £3,000;
- Individual irrecoverable losses re overseas students with a value of greater than £6,000

Student Funding and Bursaries

- Where a student has received a bursary payment in error or has been overpaid (for example, due to withdrawal from a course part way through the year), the College will seek to recover the overpaid amount as part of the year end process. The College is a custodian of Scottish Funding Council funding and therefore has a duty to protect this funding stream from misuse, seeking to reclaim any sums paid in error to students on the SFC's behalf.
- No de minimis limit applies; the College is duty bound to attempt to clawback funding that has been paid to a student erroneously.
- The Finance Advisors will prepare a standard email and send it to an identified list of affected students.
- If no email response is forthcoming within six months of the email being sent, student funding and bursary overpayments will be written on based on the above thresholds and delegated levels of responsibility.

Roles and Responsibilities

Board of Management

- Oversees debt levels and approves write offs -above delegated thresholds.
- Ensures debt management aligns with the College's financial strategy and risk appetite.

Principal and Executive Team

- Ensures effective implementation of this policy.

- Monitors debt performance and acts where required.

Head of Finance

- Manages this policy and ensures that it is updated as required.
- Reviews and amends the Bad Debt Provision bi-annually, based on reports produced by the Depute Head of Finance and the Finance Advisors.
- Writes off bad debts within delegated approval thresholds.

Finance Team

- Issues invoices, monitors debt, and undertakes recovery actions.
- Provides regular reports to management and the Board.
- Ensures compliance with finance regulations

Budget Holders

- Ensure accurate billing for activity within their area.
- Support the Finance Team in resolving disputes and recovering income.

All Staff

- Must follow College procedures for recording income and initiating charges.

Monitoring and Review

- Debt levels will be monitored monthly and reported quarterly to the Board or Finance Committee.
- This policy will be reviewed every three years, or sooner if required by changes in legislation, SFC guidance, or financial risk.

Related Documents

- Financial Regulations
- Finance Strategy
- Scheme of Delegation
- Fees Policy
- Student Support and Hardship Procedures
- SFC Financial Memorandum

BOARD OF MANAGEMENT

DATE	17 March 2026
TITLE OF REPORT	Finance Regulations review – Feb 2026
REFERENCE	10.0
AUTHOR AND CONTACT DETAILS	Paddy Feechan, Head of Finance Paddy.Feechan@slc.ac.uk
PURPOSE:	To update Board Members on changes made to the existing Finance Regulations to reflect more recent operational changes and requirements, following a recent review by the Finance & Resources Committee on 24 February 2026.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: <ul style="list-style-type: none"> • note and approve the changes reflected in the Finance Regulations update at February 2026, as remitted to Board for approval by the Finance & Resources Committee on 24 February 2026.
RISK	<ul style="list-style-type: none"> • The existence of Finance regulations attempts to prevent issues such as financial fraud, market manipulation, and excessive risk-taking, which can lead to financial instability. • They also aim to maintain stakeholder confidence and reduce the risk of reputational damage of the College by ensuring the stability of college controls and protecting our students and businesses from any fraudulent activities.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Student Experience • People and Culture Development • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The Finance Regulations are a necessary part of the College's overall control and good governance system. • Several changes have been proposed within this iteration of the Finance Regulations to take account of the restructure effective 1 August 2025 and the de-regionalisation from the Lanarkshire Board on 30 July 2025.

1. INTRODUCTION

1.1. This paper provides an overview of the changes reflected in the February 2026 review of the Finance Regulations.

2 BACKGROUND

2.1 Finance Regulations are a necessary part of the College's control and good governance system, ensuring that policies and procedures are suitably designed and documented to protect the College from risks of fraud, theft and mismanagement of public funds.

3 DISCUSSION

3.1 The main updates to the Finance regulations in February 2026 are highlighted in yellow within the Regulations and while not exhaustive, include the following key updates:

- 3.1.1 Removal of references to the Regional Strategic Board following dissolution on 30 July 2025;
- 3.1.2 Incorporation of a reference to the Scottish Funding Council (SFC's) Outcomes Framework and Assurance Model in place of the Lanarkshire Regional Outcome Agreement;
- 3.1.3 Revised organisational charts to reflect the restructure effective 1 August 2025;
- 3.1.4 Removal of references to the Associate Principals and incorporation of the Head of Curriculum and Depute Head of Curriculum.
- 3.1.5 Curriculum Managers renamed as Curriculum and Quality Managers and incorporation of Curriculum and Quality Leads.
- 3.1.6 The Business Innovation Team renamed as the 'Business Innovation and Development' Team and the Management Information Systems Team renamed the Digital Team.
- 3.1.7 The removal of reference to the Head of Finance pursuing short term deposit reserves as this is strictly prohibited.
- 3.1.8 The HR Committee has become the People and Culture Committee
- 3.1.9 Appendix 1 Levels of Authorisation have been updated to match the Procurement Thresholds
- 3.1.10 In Appendix 2, it has been noted that the Learning and Teaching Innovation Manager within the Quality, Learning & Teaching Innovation Team may have some delegated responsibility for budget within the Quality Unit given the nature of their role.

4 RESOURCE IMPLICATIONS

4.1 As acknowledged in section 21 of the Finance Regulations, the regulations relate to all staff. The Vice Principal – Finance, Resources & Sustainability, is ultimately responsible for communicating the Financial Regulations to staff and monitoring their ultimate application.

4.2 The regulations will be subject to annual review by the Head of Finance in conjunction with the Vice Principal – Finance, Resources & Sustainability and will be brought to subsequent committees for discussion and approval.

5 EQUALITIES

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

6 RISK AND ASSURANCE

6.1 The existence of Finance regulations attempts to prevent issues such as financial fraud, market manipulation, and excessive risk-taking, which can lead to financial instability.

6.2 They also aim to maintain stakeholder confidence and reduce the risk of reputational damage of the College by ensuring the stability of college controls and protecting our students and businesses from any fraudulent activities.

7 RECOMMENDATIONS

8 Members are asked to:

9 note and approve the changes reflected in the Finance Regulations update at February 2026, as remitted to Board for approval by the Finance & Resources Committee on 24 February 2026.



South
Lanarkshire
College

East Kilbride

FINANCIAL REGULATIONS

Version Number: 2.0

Document Information

Procedure Published/Created:	Vice Principal – Finance, Resources and Sustainability
Reviewed Date:	February 2026
Owner:	Head of Finance
Approved by:	Principalship/Board
Equality Impact Assessment:	
Next Review Date:	February 2027

Version History

Version Number	Date	Author	Rationale
1	May 2024	Vice Principal – Finance, Resources and Sustainability	Modernised Regulations taking account of BACs payments, E-signatures and new VP roles.
2	February 2026	Head of Finance	Scheduled review

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AMENDMENTS CONTROL SHEET - 1

All sections are dated February 2026 unless otherwise stated.

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6	Control and legality of expenditure	13	Refer to Appendix 1&2
7	Authorised signatories (Delegated power of authority)	15	Refer to Appendix 1–3
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APPENDICES

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1	Levels of authorisation		February 2026
2	Authorised signatories		February 2026
3	Bank signatories		February 2026
4	Banking Administrator Rights		February 2026

1. INTRODUCTION AND BACKGROUND

1.1 This document sets out the financial regulations for the College. It translates into practical guidance Board of Management policies relating to financial control and the associated procedures. These financial regulations do not in themselves set standards or provide control information however they provide a financial control system within which the Board of Management delegates authority whilst informing staff of the required financial procedures which have been put in place to enable the sound management of College resources.

1.2 The purpose of these financial regulations is to provide a framework for the control of the totality of College resources and includes:

- Financial sustainability;
- Achieving best value;
- Fulfilling its responsibility for the provision of effective financial controls over the use of public funds;
- Ensuring the College complies with all relevant legislation; and
- Safeguarding the assets of the College

1.3 Compliance with the financial regulations is compulsory for all members of staff. A member of staff who fails to comply with the financial regulations may be subject to disciplinary action under College disciplinary procedure. It is the responsibility of College senior managers to ensure that all staff members are made aware of the existence and content of College financial regulations. Regular Professional Learning sessions will be provided for all budget holders in order that they are aware of their responsibilities as set out in these regulations

1.4 The Board of Management has delegated responsibility for continuous review of the operation of the Financial Regulations to the Finance and Resources Committee and Audit and Risk Committee.

1.5 The Financial Regulations should be read in conjunction with Government Accounting, Government Internal Audit Manual, relevant circulars and guidance issued by the Scottish Government the Scottish Funding Council (SFC) and the College internal financial procedures guides. In addition, consideration will be given to Audit Scotland reports with respect to public finances.

Particular reference should be made to:

[Financial Memorandum](#)

[Code of Audit Practice - National Audit Office - 2024](#)

[Code of Good Governance for Scotland's Colleges](#)

1.6 For the purposes of these Financial Regulations:

“SFC”	means the Scottish Funding Council; and
“First Minister”	means the First Minister for Scotland.
“Budget Holder”	means primarily Associate Principals and the Heads of Support Departments, plus any other person who may be allocated a budget.

2. MANAGEMENT RESPONSIBILITY

2.1 Responsibility of the Board of Management

The College Board of Management has a duty to manage the College and ensure that it provides suitable and efficient education to its students, having regard to the provision in the area it serves and likely needs of potential students and stakeholders.

The Board of Management shall ensure that any funding from the SFC is used only in support of activities permitted by the legislative framework which governs Scottish Colleges the Post 16 Education (Scotland) Act 2013, the Charities and Trustees Investment (Scotland) Act 2005 and any other conditions, which the SFC may prescribe from time to time. This is checked by external auditors as part of the annual review.

Its general responsibilities include:

- Ensuring compliance with all statutory instruments including the Further and Higher Education Act 1992, Further and Higher Education (Scotland) Act 2005, Post-16 Education (Scotland) Act 2013, the FREM, the Memorandum of Understanding and the Financial Memorandum and the Code of Good Governance for Scotland's Colleges.
- Administering and managing the College, its property, rights, liabilities and obligations with the funds available from all sources;
- Ensuring the solvency of the College and the safeguarding of its assets;
- Ensuring the provision of suitable and efficient further education;
- Appoint, grade, suspend, dismiss and determine the pay and conditions of senior post-holders. However, in determining pay, the Board shall take cognisance of national job evaluation outcomes to ensure equal treatment;
- Agreeing development plans for all College activities (including business plans for commercial activities);
- Setting a framework for pay and conditions of service of all members of staff, again taking cognisance of national job evaluation outcomes to ensure equal treatment;
- Ensuring that the financial, planning and other management controls, including controls against fraud and theft, applied by the College are appropriate and sufficient to safeguard public funds;
- Review the appointment of external auditors which is made by the Auditor General and appoint an internal audit service;
- Ensuring that appropriate financial considerations are taken into account at all stages in reaching decisions and their execution;
- Approving an annual budget before the start of each financial year;
- Approving tuition fees;
- Approving the College Strategic Plan;
- Overview of the Outcomes Framework and Assurance Model (OFAM) discussions, contextual commentaries and thematic reviews.
- Approving the annual report and financial statements
- Monitoring, reviewing and reporting the general performance of the College.

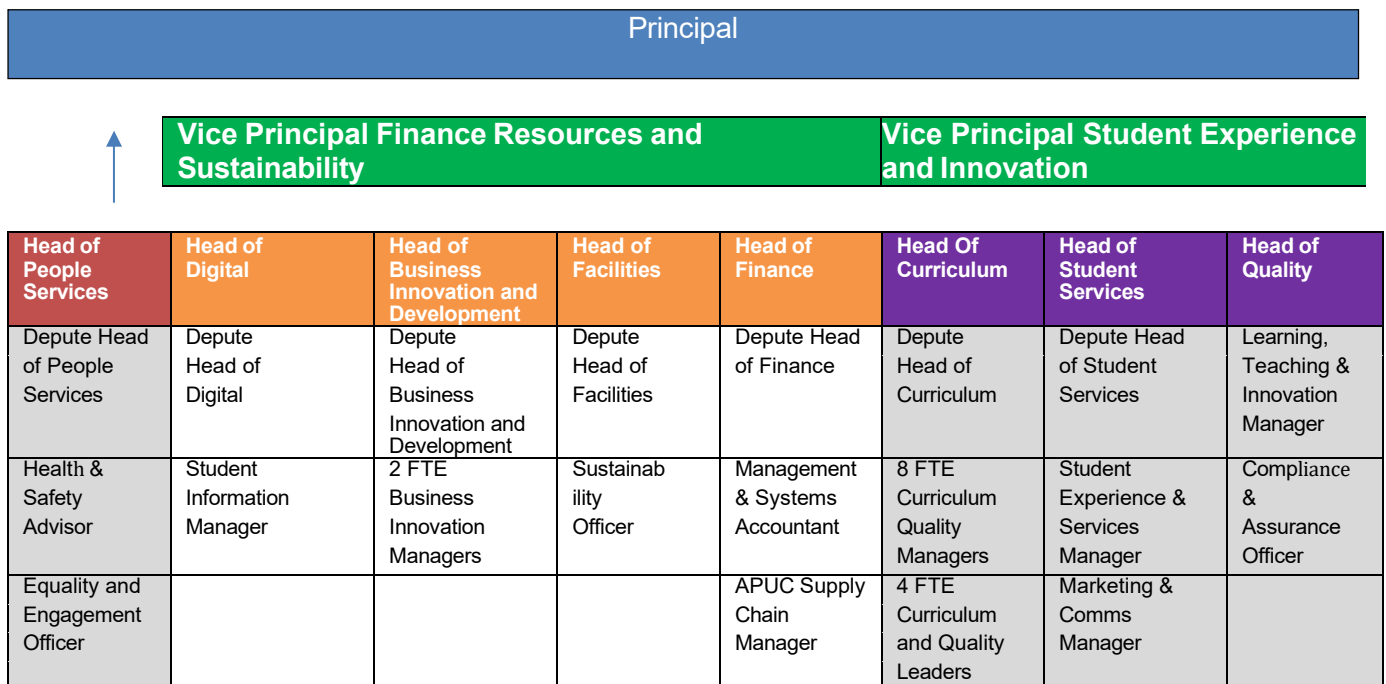
2.2 Responsibility of the College Principal and Chief Executive

The College Principal is the head of the College Executive Team and is responsible for the operational management of the College and will act as the Chief Executive of the College, its Accounting Officer and the Chief Educational Adviser to the Board.

The Principal is responsible to the Board for the control of resources, for seeking economy, efficiency and effectiveness in the use of its resources and ensuring that financial considerations are taken into account at all stages of decision making. This includes, but is not limited to:

- Leading the College strategic planning process;
- Leading strategic risk management;
- Informing the Chief Executive of the SFC (the Accountable Officer for the College Sector) immediately of any circumstance that is having, or is likely to have, a significant adverse effect on the ability of the College to maintain its capacity to deliver its activities;
- Ensuring the proper, effective and efficient management of all resources, including financial, human and physical;
- Ensuring that public funds are used in accordance with relevant legislation and only for the purposes for which they are given;
- Achieving Best Value from the use of public funds from all sources;
- Taking account of relevant good practice in the management of all College activities and resources;
- Signing the financial statements and ensuring satisfactory and adequate records are retained in a form acceptable for presentation to the SFC;
- Advising the Board of Management of the proper discharge of their financial duties;
- Authorisation to write-off losses and instruct special payments (subject to limitations made by the SFC) and the delegated authority provided by the Board of Management (see Appendix 3);
- Liaising with the SFC Accountable Officer on matters relating to public funding which arise before the Public Accounts Committee.

The Principal is supported by two additional members of the Executive Team, comprising of the two Vice-Principals and a Senior Leadership Team, comprising of the Heads of Service, as demonstrated below:



2.3A Responsibility of Vice Principals

As part of the College Executive Team alongside the Principal, the Vice Principal – Student Experience and Innovation and the Vice-Principal – Finance, Resources and Sustainability support the Principal with the operational management of the College, ensuring that strategic priorities are met.

The Vice Principal – Student Experience and Innovation will ensure that the College:

- Shapes and develops its curriculum and associated services to ensure identified skills needs are addressed and aligned with the agreed strategic aims of the Board of Management (the Board);
- Delivers the highest standards of learning and teaching, using innovative approaches and technologies where appropriate;
- Monitors and evaluates performance and executes effective enhancement planning within a culture of continuing quality improvement;
- Provides effective learner support, community services and management of information systems relating to learner activity;
- Implements effective initiatives to optimise retention and outcomes for all its learners; and
- Has effective services to support learning in place for all students.

The Vice Principal – Finance, Resources and Sustainability will ensure that the College will:

- Provide a support service that underpins the delivery of accessible and inclusive lifelong learning which enriches lives and supports economic, social and personal growth;
- Support the development of a culture based on shared values, vision and purpose;
- Nurture a thriving organisation with a culture of innovation, collaboration and teamwork;
- Promote innovative approaches to improve learner retention and attainment;
- Lead value-for-money activities to provide excellence, equity, public value, high quality services and socio-economic impact;
- Deliver sustainable financial and environmental performance;
- Ensure optimal utilisation of built, physical and digital infrastructure; and

Both Vice-Principal roles must ensure alignment of action with the strategic aims of the Board of Management (the Board).

2.3B Responsibility of Head of Curriculum

The Head of Curriculum is responsible to the Vice Principal for Student Experience and Innovation and must ensure effective resource management for the areas and activities that they control.

The Head of Curriculum, with support from the Depute Head of Curriculum, is responsible for the line management of the Curriculum and Quality Managers (CQMs) and are required to ensure efficient timetabling and resourcing across the team. With Procurement support, they must endeavour to secure the best value for expenditure incurred by them with the objective of achieving the policies of the College in the most cost-efficient manner. Where resources are further devolved to budget managers, they are accountable to their line manager for their own budget.

The Head of Curriculum has a remit for the management of 8 areas of curriculum, which are each serviced by a CQM.

The current structure is as follows:

Head of Curriculum

Depute Head of Curriculum

Building Services Engineering	Carpentry and Joinery	Wet Trades	Hospitality, Legal, Police Studies, Tourism, Business and Social Science	Health, Social Care and Life Sciences	Early Education and Childcare	Inclusive Learning	Hairdressing, Beauty, Make Up, Photography and Media
1 FTE CQM	1 FTE CQM	1 FTE CQM	1 FTE CQM	1 FTE CQM	1 FTE CQM	1 FTE CQM	1 FTE CQM

2.3C Responsibility of Curriculum and Quality Managers (CQMs)

CQMs are responsible to the Depute Head of Curriculum for the financial and resource management for the areas or activities they control, including the development and review of curriculum materials, lesson plans, assessments and teaching aids to ensure that the curriculum meets the needs of the students within the confines of annually set financial budgets. The CQMs are supported by 4 level 1 Curriculum and Quality Leads (CQLs).

2.3D Responsibility of Curriculum and Quality Leads (CQLs)

The CQL posts have responsibility for leading and coordinating a defined curriculum area or specialist teaching development role, supporting the Curriculum and Quality Managers. The postholders have a level of teaching experience and knowledge of qualifications within the curriculum area. The role involves ensuring effective delivery of the curriculum to meet student needs and/or leadership of professional practice development to enhance the quality of learning and teaching.

2.3E Responsibility of Heads of Business Support Departments

Heads of Business Support Departments are responsible to the Principal and Vice Principals as follows:

CROSS COLLEGE DEPARTMENT	RESPONSIBLE TO
Business Innovation and Development	Vice Principal – Finance, Resources and Sustainability
Facilities	Vice Principal – Finance, Resources and Sustainability
Finance	Vice Principal – Finance, Resources and Sustainability
People Services	The Principal
Digital	Vice Principal – Finance, Resources and Sustainability
Student Services including Marketing	Vice Principal – Student Experience and Innovation

The Heads of Business Support play a crucial role in ensuring staff and student needs are met in accordance with the strategic priorities for the College. They plan how to align support with educational goals and regulations. They manage resources, decide who goes where, what materials are needed, and how to make the most impact with the available budget.

2.4 Responsibility of All Members of Staff

Members of staff shall:

- Be aware and have a general responsibility for the security of the College's property, for avoiding loss and for best value in the use of resources;
- Adhere to College financial authority limits that require a proposed procurement to be subject to quotations or a competitive tender;
- Make available to College auditors (internal or external) all assets, records, documents and correspondence relating to any financial and other transactions;
- Provide the Head of Finance with such financial and other information as deemed necessary, from time to time, to carry out the requirements of the Board of Management; and
Notify The Head of Finance whenever a matter arises, which involves or is thought to involve, irregularities concerning, inter alia, cash, resources, or property of the College. If appropriate, notification may be made to the Senior Independent Member of the Board of Management.

3. CAPITAL EXPENDITURE (PLANNING, AUTHORISATION AND CONTROL)

3.1 Under the 2013 Act, the Board of Management have been given substantial freedom in deciding College spending priorities. Since capital expenditure will be project specific, virement from capital to revenue is not permitted. The Board of Management has the authority to fund capital projects from revenue.

3.2 The College's accounting policies shall set out the threshold for capitalising fixed assets (currently £10,000).

3.3 Budget managers must not authorise capital purchases orders/capital expenditure if budget resources are not available.

3.4 The Principal is responsible directly to the Board of Management for ensuring that the recurrent funding is spent on the purpose for which it was provided and within agreed timelines.

3.5 The Head of Finance is responsible for providing regular statements concerning all capital expenditure to the Finance and Resources Committee and the Board of Management.

3.6 The Board of Management shall not acquire land or buildings for which grant aid is sought or carry out building works on land or to buildings that have been acquired with the assistance of grant aid (with the exception of minor modifications/routine maintenance) without obtaining prior written approval of the SFC.

3.7 No expenditure shall be incurred without the prior approval of the Board of Management except:

- As authorised by the appropriate College committee as per their delegated authority from the Board of Management and the Standing Orders relating to contracts; or
- Preliminary expenditure on projects approved within the College's development plan.

3.8 Once a design has been drawn up and cost limits have been approved by SFC there must be no departure from approved costs without authorisation from the Board of Management. If it becomes apparent that a project will be under/overspent, or if the phased expenditure is likely to vary, it shall be the duty of the Principal, as Accounting Officer, to report immediately to the Board of Management and, formally and in writing, to the SFC so that appropriate action may be taken.

4. REVENUE EXPENDITURE (PLANNING, AUTHORISATION AND CONTROL)

4.1 Attention is drawn to the UK Treasury Guidelines on the procurement of goods and services, together with the College Purchasing Procedures guide (see Appendix 8).

4.2 The control of income and expenditure within an agreed budget is the responsibility of the designated budget holder, who must ensure that day-to-day monitoring is undertaken effectively. Budget holders are responsible to their line manager for the income and expenditure appropriate to their budget.

4.3 No expenditure shall be incurred without the prior approval of the appropriate authorised staff member.

4.4 The Board of Management may approve the use of a contingency budget to meet unanticipated or essential new demands for resources.

4.5 Where a contract will be more than £125,000, approval must be obtained from the Board of Management.

4.6 *Levels of authorisation are contained in Appendix 1.*

5. VIREMENT

5.1 The Head of the Finance will agree, in conjunction with the Heads of Business Support or Curriculum Areas, an allocation to each Budget Holder. The transfer of resources between the supplies budget and staff costs budgets can only be authorised by the College Executive Team.

5.2 The virement of resources within the supplies budget is at the discretion of the Budget Holder.

6. CONTROL AND LEGALITY OF EXPENDITURE

6.1 APUC / Supply Chain Manager

It is the responsibility of the Supply Chain Manager, under the line management of The Head of Finance, to ensure that the College complies with all relevant procurement legislation.

The Supply Chain Manager, in conjunction with the Principalship and Finance Department, formulates an annual Procurement Strategy. The Strategy is informed by the Scottish Procurement's statutory guidance under the Procurement Reform (Scotland) Act 2014 with the support of APUC Ltd, the procurement centre of expertise for all Scotland's colleges and universities.

The Strategy's annual review follows the Procurement Reform (Scotland) Act 2014 thus maintaining the alignment of procurement activity with broader priorities, allowing the College where necessary to revise the Strategy and its related Action Plan. **The full Procurement Strategy for 2025-26 can be found [here](#).**

6.2 Legality

It shall be the duty of the Head of Finance and, where it is pertinent to their area, all budget holders to ensure that no expenditure or contractual obligation is incurred unless it is within the legal powers of the College.

Expenditure on new services, contributions to outside entities and responses to emergency situations which require expenditure must be clarified as to legality prior to being incurred.

6.3 Control

The budget holders are responsible for the control of all expenditure within their departments. They must ensure that all resources are properly used and that all expenditure both committed and incurred is fully within their approved departmental budget.

6.4 Purchase of goods for personal use

The College ordering system may not be utilised for purchasing goods for personal use.

6.5 Whistleblowing

Whistleblowing in the context of the Public Interest Disclosure Act 1998 is the disclosure by an employee (or other party) about malpractice in the workplace. A whistle-blower can raise concerns with regard to alleged criminal activity, civil offences (including negligence or breach of contract.), miscarriage of justice, danger to health and safety or the environment and the cover-up of any of these. It does not matter whether the information is confidential, and whistleblowing can extend to malpractice occurring in the UK and any other country or territory in which the College operates.

Any concern about a workplace matter at the College should be raised with the appropriate line manager in the first instance. However, the College recognises the seriousness or sensitivity of some issues, together with the identity of the person the member of staff thinks may be involved, may make this difficult or impossible. The College Whistleblowing policy therefore sets out how these situations should be handled, including, where appropriate, reference to the Clerk of the Board of Management for initial disclosure.

The Whistleblowing Policy can be obtained from the College Intranet and/or a copy can be obtained from the People Services department.

6.6 Code of Conduct

The College seeks to conduct its affairs in a responsible manner, as set out in its Code of Conduct which all members of staff are expected to observe.

Additionally, members of the Board of Management, senior management or those involved in procurement are required to disclose interests in the College Register of Interests. The Register of Interests will be reviewed six monthly for Board members, including the Principal, and annually for other appropriate senior staff. Board members and senior staff have a duty to inform the Clerk to the Board of Management of any material changes to their entry in the Register of Interests outwith the routine monitoring period. The Register of Interests will be published on the College website.

6.7 Receiving Gifts, Hospitality and Entertainment

Under the Bribery Act 2010, a person is guilty of an offence if they offer a gift or hospitality:

- that provides an advantage to another person; and/or
- that is given with the intention of inducing the person to perform a relevant function improperly or knowledge that acceptance of the advantage is, in itself, improper performance.

In addition, in terms of foreign public officials a person is guilty of an offence if he/she:

- provides an advantage (directly or indirectly) to a Foreign Public Official (FPO);
- intends to influence the FPO in their capacity as such; and
- intends to gain business or a business advantage.

In terms of the law, it is a criminal offence for any member of staff to accept corruptly any gift or consideration as an inducement or reward for so doing, or refraining from doing, anything in an official capacity or showing favour or disfavour to any person in an official capacity. Members of staff must:

- not give the impression (to any member of the public, to any organisation with whom they deal or to their colleagues) that they have been (or may have been) influenced by a benefit to show favour or disfavour to any person or organisation;

- not accept any gifts, rewards or hospitality (or have them given to members of their families) from any organisation or individual with whom they have contact in the course of their work that would cause them to reach a position whereby they may be, or may be deemed by others to have been, influenced in making a business decision as a result of accepting such hospitality. The frequency and scale of hospitality accepted should not be significantly greater than the College would be likely to provide in return;
- seek advice from the Senior Leadership Team when it is not easy to decide between what is and what is not acceptable in terms of gifts or hospitality; and
- declare all gifts and hospitality received where the value is in excess of £50. For the protection of those involved, the College Governance Professional shall establish a register of these gifts and/or hospitality and must make that record available for public inspection on request.

It is highly unlikely that a member of staff will need to offer a gift to another person or organisation linked to their College responsibilities. If, however, it is proposed to offer a gift, then this should normally be arranged via the appropriate member of the Senior Leadership Team. If the proposed value of the gift is in excess of £50 then the proposal must be authorised by Principal and reported to the Board of Management; it should be cleared by the SFC where appropriate.

Free materials or equipment that are given because of a Community Benefit clause in a procurement contract will be monitored by the Supply Chain Manager.

7. AUTHORISED SIGNATORIES (DELEGATED POWER OF AUTHORITY)

7.1 It is imperative for good financial control for a list of authorised signatories to be maintained by The Head of Finance. These are based on the College staffing structure and result in low-level authorisation for insignificant transactions whilst all significant transactions require senior authorisation, often by more than one individual.

Details of authorisation levels are detailed in Appendix 1 to these Regulations.

A list of authorised signatories appears as Appendix 2 to these Regulations.

7.2 The Head of Finance delegates responsibility to the Systems and Management Accountant for notifying Budget Holders annually of the monetary limits within which they have the delegated authority to authorise purchase orders and certify invoices. In addition, the Systems and Management Accountant is responsible for providing Budget Holders with timely variance analysis throughout the year, documenting variances to budget.

7.3 Under no circumstances shall a Budget Holder authorise a purchase order and certify the resultant invoice. Budget Holders shall ensure procedures are in place within their department to ensure a separation of duties.

7.4. Under procedures agreed by the Senior Leadership Team, central control shall be exercised over the creation of authorised signatories and their respective financial limits (for electronic systems e.g., PECOS)

8. FINANCIAL REPORTING AND RECORDS

8.1 The Head of Finance shall be responsible, in conjunction with the Vice Principal – Finance, Resources and Sustainability, for the content of all financial reports submitted to the Board of Management.

8.2 The Board of Management shall agree a scheme of their own internal reporting requirements containing summary financial reports at periods as they see fit.

8.3 External reporting requirements are embodied in the 2013 Act and guidance circulars issued by the SFC. The Head of Finance and the Vice Principal – Finance, Resources and Sustainability shall be responsible for ensuring that all financial instructions issued by the SFC and/or embodied with issued legislation are complied with in as far as they are applicable to the College.

8.4 The format of year end statutory reporting is embodied within the relevant circulars and guidance notes issued by the Scottish Funding Council and Audit Scotland, including the relevant SORP – “Statement of Recommended Practice: Accounting for Further and Higher Education”.

8.5 The 2013 Act stipulates that the Board of Management shall submit a College development Plan (Financial Forecast Return “FFR”) to the Funding Council annually in respect of the College. This plan should cover the academic year commencing in the next following financial year together with the two academic years thereafter.

8.6 Under the authority of the Vice Principal – Finance, Resources and Sustainability, The Head of Finance shall be responsible for advising the Senior Leadership Team, in light of guidance issued by the appropriate bodies and relevant legislation as it applies, on all taxation issues, to the College. The Head of Finance shall issue instructions to members of staff on compliance with statutory requirements including those concerning VAT, PAYE, national insurance etc.

8.7 The Head of Finance shall be responsible for the retention of financial documents and records. These should be kept in a form that is acceptable to the relevant authorities.

8.8 Under the Freedom of Information (Scotland) Act 2002 (FOISA), the College shall provide, as a matter of routine, a range of financial information within its FOI Publication Scheme. Under FOISA any person has the right to request information and the College is required to release that information unless any of the lawful exemptions apply.

8.9 Under the terms of the Charities and Trustees Investment (Scotland) Act 2005, the Board of Management is required to supply any person with a copy of the College’s most recent financial statements within two months of a request.

8.10 The Head of Finance shall ensure financial record keeping and reporting comply with section 44 of the Charities and Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. In doing so The Head of Finance shall:

- keep proper accounting
-
- prepare a statement of account, including a report on its activities, at the end of each financial year;
- have the statement of account independently examined or audited;
- send a copy of the accounts, along with the annual return to OSCR; and
- ensure accounting records are kept for a minimum of 6 years from the end of the financial year in which they were made.

8.11 All accounting procedures and records of the College shall be determined by The Head of Finance in consultation with the Vice Principal – Finance, Resources and Sustainability. He/she shall compile or direct the compilation of all accounts and accounting records. The Head of Finance will maintain a register of control accounts which must be reconciled monthly. This will include:

- Sales ledger
- Purchase ledger
- All College bank accounts
- Payroll control accounts

8.12 The Head of Finance shall ensure there are adequate segregation of duties for all finance processes and procedures with the support of the Depute Head of Finance and the Systems and Management Accountant.

9. ELECTRONIC SIGNATURE AUTHORISATION

9.1 It is recognised that electronic signatures are valid for many business transactions and legal processes nowadays. Following Scots Law principles and with Board approval, all official documentation that relates to College business can now be signed by way of an e-signature by those with delegated powers of authority (see appendix 2). **For full details of the policy please refer [here](#).**

9.2 It should be noted that where the College transacts with a non-Scottish based organisation, e-signatures will likely still be valid however if the document to be signed is governed by another law, advice from the local jurisdiction should be sought as to whether and how e-signature may be used.

10. CONTROL OF INCOME

10.1 All College employees have a general responsibility for ensuring that resources are properly used and contained within budget limitations whilst ensuring that all income due to the College is properly and promptly recovered.

10.2 Each Head of Department shall review, at least annually, the charges made for services provided by their department (in as far as these are not externally set other than by market forces). Any resultant revision should be submitted for consideration by the appropriate committee or the Board of Management unless otherwise provided for in specific SFC Regulations and/or legislation.

Fee setting

10.3 It is the duty of the Head of Finance to propose fee rates annually in direct consultation and agreement with the Senior Leadership Team. In performing these revisions, regard should be given to the current rate of inflation as a guide to the minimum increase required to preserve the real value of income. While funded tuition fees rates are set nationally by government bodies such as SAAS and other training agencies, such as CITB, the College has some discretion to set fees for all non-funded income streams. Commercial fees must be set using the full cost coursing form, achieving at least a 30% contribution margin. Any member of staff wishing to run a full cost course or provide other services must have the permission of the appropriate member(s) of the Senior Leadership Team and finance approval from the Head of Finance/Vice Principal – Finance, Resources and Sustainability.

10.4 Staff who enter into agreements for the provision of any consultancy must ensure that the charges made are consistent with College policies. Any such contracts must be approved by the Senior Leadership Team and registered via the Register of Interests form (see Section 6.6 above)

10.5 It is the responsibility of all members of staff to ensure that revenue to the College is maximised by the efficient application of agreed procedures for the identification, collection and banking of income. In particular, this requires the prompt notification to The Finance team of sums due so that collection can be initiated.

10.5 Teaching staff must ensure that only properly registered students whose fees have been accounted for are admitted, and allowed, to continue classes. **Further details of the College's Fee policy for 2025-26 can be found [here](#).**

10.6 The Head of Finance must make adequate financial and accounting arrangements to ensure the proper recording of all monies due to the College and the proper collection, custody, control and disposal of all funds.

Debt Management

10.7 The Board of Management has authorised The Head of Finance to refer potential bad debts to a collection agency. Debts over £50 are referred to a collection agency and anything under £50 is written off after 12 months.

10.8 Individual debtor balances to the value of £1,500 can be authorised for write off by the Head of Finance. Debts between £1,500 and £10,000 must be approved by the Vice-Principal, Finance, Resources & Sustainability. Sums above £10,000 limit must be taken to the Principal, agreed by the Board of Management and cannot be written off without their approval. However, the Board delegates authority for write-offs to its Finance and Resources Committee.

10.9 All fraud losses must be reported to the Audit and Risk Committee. In addition, fraud losses in excess of £5,000 must be brought to the attention of the SFC.

11. BORROWING AND LEASING

11.1 The Board shall not borrow from any source (except the arrangement of unsecured borrowing facilities up to the maximum sum specified by the SFC), give any guarantee, indemnity or letter of comfort, without the prior written consent of the SFC.

11.2 If approval for borrowings is received (as above) the arrangements shall be undertaken by The Head of Finance who will report to the Principalship and Board of Management.

11.3 Subject to the above, all borrowings on behalf of the College shall be in the name of the College. All loan documents must be signed by the Principal and one other bank signatory.

11.4 No leasing of equipment or capital assets should be undertaken on behalf of the College without prior approval of the Principal and should be subject to prior review by the Supply Chain Manager. All leases must be signed by the Principal and one other bank signatory.

12. BANKING ARRANGEMENTS

12.1 All arrangements with the College' bankers concerning the operation of its accounts and the issuance of cheques shall be made by The Head of Finance with the prior approval of the Vice Principal – Finance, Resources and Sustainability.

12.2 All official bank accounts shall bear the name of the College and shall only be opened or closed by The Head of Finance, with the prior approval of the Vice Principal – Finance, Resources and Sustainability following consultation with the Senior Leadership Team. Two bank signatories shall be required to open any bank account.

12.3 All monies received shall be paid into the College bank accounts daily or at such other intervals as may be approved by The Head of Finance.

12.4 While largely redundant now, any arrangements for the ordering, safekeeping, control and signing of cheques on behalf of the College would be made by The Head of Finance. As contained in the appendix,

The Finance and Resources Committee determine cheque signatory authorisation limits over which formal endorsement is required

12.5 The Board of Management shall not borrow money from any source (except arrangement of an unsecured borrowing facility) without the prior written consent of the SFC.

12.6 The Head of Finance shall be responsible for ensuring that all bank accounts are subject to regular reconciliation and that large or unusual items are investigated as appropriate.

12.7 It is unlikely that the College will utilise cheque payments but in the rare event, cheques would need to be signed by at least two authorised signatories. .

12.8 The College utilises the payment platform Bacstel-IP, which is a secure access channel for submitting Direct Debit payments and Direct Credit payments directly into the Bacs system in the UK. It is utilised only by organisations who are classed as a direct submitter, i.e. organisations who originate payment instructions, who create their own payment files and who submit to Bacs directly. Bacstel-IP uses internet protocols (IP) and PKI security and as such, the College is provided with an additional assurance over the validity of payment processing.

12.9 For student support payments to be made by electronic means, these should have supporting documentation to allow reference to be made by the person effecting the payment. For student fee refunds, these should have backup documentation and be signed by the appropriate Faculty manager, then authorised by the **Head of Curriculum**/Vice Principals or The Head of Finance.

13. CASH FLOATS

13.1 While it is not common practice, the College recognises that on some occasions, some Budget holders may require a cash float. The Head of Finance shall provide cash floats as is considered appropriate for such employees of the College for the purposes of defraying petty and other minor expenses.

13.2 The Head of Finance shall agree cash floats where it is considered appropriate and in no circumstances shall the cash float holder overdraw the sums advanced. A top-up to the float can be provided on the receipt of evidence of receipts and expenditure by the Budget Holder to support any additional outlay.

13.3 The Head of Finance may at any time request a certificate of the balance from a cash float.

13.4 An employee leaving employment of the College or otherwise ceasing to be entitled to hold a cash advance shall account to The Head of Finance for the amount advanced to him/her, either by way of return or by deduction from wages. A formal record of this accounting shall be prepared and retained in the department concerned for inspection.

14. CONTROL OF INVESTMENTS AND TRUSTS/TRUST FUNDS

14.1 The College Principal has operational responsibility for the control of investments and trusts/trust funds.

14.2 The College funds shall be invested in accordance with the policy of the Board of Management and shall be held in the name of the College. All trust funds shall, whenever possible, be held in the name of the College. The purchase/sale of investments, unless otherwise provided for in a trust deed or other document, shall be within the policy determined by the Board of Management and overseen by the

Finance and Resources Committee.

14.3 All officers acting as trustees by virtue of their official position shall deposit all securities bank books, documents and articles of value relating to any trust with The Head of Finance unless the relevant trust deed otherwise provides. The Head of Finance must ensure adequate controls exist for the safekeeping/security of such documents.

14.4 An annual report must be presented by The Head of Finance to the Board of Management and Trustees (where different), detailing the balance of funds and source and application of funds during the course of the financial year.

15. CONTROL OF INVENTORIES / FIXED ASSETS

15.1 In order to minimise the risk of misappropriation of College assets a register should be compiled listing the details of all fixed assets owned or purchased since incorporation.

15.2 The Head of Finance shall be responsible for maintaining the College's fixed asset register and to oversee the maintenance of a general asset register system.

15.3 The safe custody and storage of College assets will be the responsibility of the Budget Holder, who will ensure that College records are up to date record of all assets under his / her control. An entry should be made in these records where assets are taken from College premises, with the entry including signatures of the relevant member of management and the member of staff taking the asset.

15.4 Assets owned or leased by the College shall not be subject to personal use without proper authorisation.

15.5 As part of the recent roll out of an asset tracking system in the College, all IT equipment will be asset tagged with a bar code after delivery.

15.6 A Capitalised Fixed Asset Register shall be maintained centrally by The Head of Finance, with Budget Holders being responsible for the compilation and maintenance of their own area. The Head of Finance shall arrange for a physical verification of the Register at least annually. The definition of a Capitalised Asset is one costing more than £10,000, or part of a group of assets costing more than £10,000. This limit is to be subject to review at least every three years.

15.7 The Board of Management shall regularly review its holdings of land and buildings and shall dispose of those that it considers are no longer required, subject to the paragraphs of this section governing disposals of property and other assets.

Asset Disposals

15.8 All disposals must be approved by the Budget Holder who has the stewardship of the assets, and the Vice Principal – Finance, Resources and Sustainability. Where proceeds of disposal are likely to be in excess of £10,000, disposal must be authorised by the Board of Management. Board of Management authorisation is also required where capitalised assets with a net book value of greater than £5,000 are to be written off.

15.9 Disposals of assets at less than market value must be considered by the Finance and Resources Committee.

15.10 Where the asset is to be sold and the proceeds of the sale are likely to be at or above the £500K threshold, prior SFC approval of the sale is required.

Asset Alterations

15.11 No alterations must be made to the College building, or any other assets, without prior approval of the Board of Management or the Principal within his/her delegated authority.

15.12 The general criteria for the leasing of an asset are as follows:

- where the asset is to be leased for a period of 5 years or more, prior SFC approval is required; and
- where the asset is to be leased for a period of less than 5 years, the Board of Management has authority to process the lease.

15.13 The safe custody and storage of stocks will be the responsibility of the Heads of Department.

Current assets (Stocks)

15.14 Stocktaking will be performed at regular intervals as agreed by The Head of Finance.

15.15 Budget Holders are responsible for establishing adequate arrangements for the custody and control of stocks and stores within their departments.

15.16 Stocks and stores of a hazardous nature should be subject to appropriate health and safety and security checks.

15.17 Each Budget Holder shall report annually to The Head of Finance the total value of write-offs and surpluses of stock, the net effects of these adjustments on the book value of stores under their control and provide explanations for these differences. The Head of Finance shall include the financial impact of the College's position within the Financial Statements annually.

16. PROCUREMENT

16.1 All regulations related to procurement are documented in the Procurement Policy and Procedures, please refer.

16.2 The College Procurement Policy and Procedures sets out the operational framework of how to procure all goods, services and works on behalf of the College. The policy and procedures ensure all procurement of goods, services and works are achieved at competitive prices and are governed by the World Trade Organisation's (WTO) Government Procurement Agreement and procured under Scottish Procurement Regulations. The principles of non-discrimination, transparency and procedural fairness as well as other relevant statutory requirements apply. In adherence to these principles and the legislative framework that applies, the College can demonstrate its accountability for, and good stewardship of the funds at its disposal.

It can be found [here](#).

17. AUDIT

General Audit Requirements

17.1 External auditors and internal auditors shall have authority to:

- access 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;

- require any employee of the College to account for cash, stores or any other College property under his or her control; and
- access records belonging to third parties, such as contractors, when required.

17.2 The Head of Finance shall be the primary point of contact for internal and external auditors and can delegate some responsibility to the Systems and Management Accountant and Depute Head of Finance as appropriate.

Internal Audit

17.3 The Board of Management, on the recommendation of the Audit and Risk Committee, shall appoint the College internal auditors following a tender exercise.

17.4 The SFC requires the College to have an effective internal audit function and their duties and responsibilities must be in accordance with advice set out by the SFC. The main responsibility of internal audit is to provide the Board of Management, the Principal, the Vice Principals and the wider Senior Leadership Team with assurances on the adequacy of College financial and other internal control systems.

17.5 The internal audit service remains independent in its planning and operation but has direct access to the Chair of the Audit and Risk Committee, Principal, the Vice Principals and The Head of Finance. The formal responsibilities of internal audit are set in the formal audit appointment letter.

17.6 The Audit and Risk Committee shall agree an annual audit plan for internal audit with the Internal Audit Service.

17.7 The Audit and Risk Committee shall consider routinely all internal audit reports.

17.8 The College must make arrangements with the Regional Strategic Body to provide formal assurance that appropriate controls are in place.

External audit

17.9 Under the terms of the Public Finance and Accountability (Scotland) Act 2000, the Auditor General for Scotland is responsible for the appointment of the external auditors for the College.

17.10 The primary role of external audit is to report on the College financial statements and to carry out such examination of the statements and underlying records and control systems as are necessary to reach their opinion on the statements and to report on the appropriate use of funds.

17.11 External audit duties shall be in accordance with advice set out in the Audit Scotland audit code of practice and the Auditing Practices Board statements of auditing standards.

17.12 The Head of Finance, Deputy Head of Finance and the Systems and Management Accountant shall be responsible for agreeing a timetable for final accounts purposes with the External Auditors.

17.13 The Audit and Risk Committee shall review the annual report and financial statements. On the recommendation of the Audit and Risk Committee the financial statements shall be submitted to the Board of Management for approval.

Other Auditors

17.14 The College may, from time to time, be subject to audit or investigation by external bodies such as HM Revenue and Customs. They have the same rights of access as external and internal auditors.

17.15 The Audit and Risk Committee shall consider audit reports prepared by other auditors.

18. SALARIES, WAGES AND PENSIONS

18.1 The Head of People Services shall be responsible for keeping The Head of Finance informed of all matters relating to staff for payroll purposes. In particular, these include:

- appointments, resignations, dismissals, secondments and transfers;
- absences from duty for sickness or other reason, apart from approved paid leave;
- changes in remuneration including salary increments and pay awards; and
- information necessary to maintain records of service for pension, income tax and national insurance.

18.2 The Head of Finance shall be responsible for all payments of salaries and wages to all members of staff including payments for overtime or services rendered. All timesheets and other pay documents, including those relating to fees payable to external examiners, shall be in a form prescribed or approved by the Senior Leadership Team.

18.3 The Head of Finance shall be responsible for payments to non-employees (e.g., agency staff).

18.4 The Remuneration Committee shall determine the pay and conditions of senior managers who are not covered by National Bargaining arrangements. In determining pay, the Committee shall take cognisance of Public Sector Pay Policy, job evaluation outcomes to ensure equal treatment.

18.5 The Principal shall have delegated authority to negotiate with College employees changes to conditions not covered by National Bargaining (except the Senior Leadership Team).

18.6 All contracts of employment shall be concluded in accordance with College approved People Services procedures and all offers of employment shall normally be made via the Head of People Services.

18.7 The Principal in conjunction with the Executive Team shall have delegated authority to approve the re-grading of employees (excepting the Senior Leadership Team), taking cognisance of any national job evaluation schemes.

18.8 If a re-grading would result in a member of staff moving into the Senior Leadership Team, then the Remuneration Committee shall approve the re-grading.

18.9 The re-grading shall normally be determined through a job evaluation exercise carried out by the Head of People Services in conjunction with the appropriate senior manager.

18.10 The Board of Management shall approve any proposal to change the senior management structure.

18.11 The Executive Team, consisting of the Principal and Vice Principals, shall have delegated authority to restructure below the level of the Senior Leadership Team.

18.12 The Executive Team shall not approve a restructuring exercise if the financial consequences cannot be contained within the approved College budget. If this situation arises, then the matter shall be referred to the Finance and Resources Committee for consideration and subsequently the Board of Management for approval

18.13 The Board of Management is responsible for undertaking the role of employer in relation to appropriate pension arrangements for employees.

18.14 The Head of People Services shall be responsible for administering eligibility to pension arrangements and for informing The Head of Finance when deductions should begin or cease for staff.

18.15 The Head of Finance shall be responsible for paying contributions to various authorised pension schemes.

18.16 All claims for payment of subsistence allowances, travel and incidental expenses shall be completed and approved in accordance with the College expenses policy.

18.17 The Head of People Services shall be responsible for developing the College Severance Policy and Procedures, which will be subject to the approval of the **People and Culture Committee**.

18.18 Any proposed severance scheme should be set by reference to the arrangements in place taking account of the Scottish Government Civil Service Compensation Scheme. If the proposed scheme is an enhancement to the core Scottish Government scheme, then the proposal must be approved in advance by the SFC.

18.19 If an approved severance scheme is not in place and it is proposed to make a special severance payment, then payments up to £1,000 must be approved by the Senior Leadership Team. Proposed payments in excess of £1,000 must be approved by the SFC.

18.20 The Executive Team shall consider and approve, in advance, all requests by staff for secondary paid employment within the College.

19. OTHER COMPENSATION PAYMENTS

19.1 A compensation payment is one made in respect to, for example, unfair dismissal, personal injuries or damage to property.

19.2 Any proposed compensation payments must be in accordance with legal advice provided to the College and approved by the Senior Leadership Team.

19.3 Any proposed compensation payments in excess of £5,000 will require the approval of the Board of Management and the SFC.

19.4 The Audit and Risk Committee must be provided with a regular report covering any such payments made by the College.

19.5 Ex-gratia payments are those made where there is no legal obligation to make such a payment. These payments are sometimes used to settle a complaint or claim against the College on a no-fault basis. Any proposal to make an ex-gratia payment must be discussed with and approved by the Executive Team. A proposed payment in excess of £1,000 must be approved by the SFC.

19.6 Waiver or abandonment of a claim occurs if it is decided not to pursue a financial or legal claim on behalf of the College.

19.7 A decision on whether or not to pursue or abandon a claim must be discussed with and authorised by the Executive Team.

19.8 Any proposed waiver or abandonment of a claim in excess of £3,000 must be approved by the SFC.

20. INSURANCE

20.1 The Scottish Ministers' policy is one of self-insurance. However, it should be noted that the FE sector does have a temporary derogation which allows colleges to have a full range of insurance cover.

20.2 Commercial insurance must, however, be taken out where there is a legal requirement to do so, such as:

- motor vehicle insurance;
- where buildings insurance is a condition of a lease;
- corporate travel insurance for staff travelling abroad on official business where the cost of emergency cover could be justified in terms of the availability of local support should an incident occur and the duty of care that employers have towards their employees; and
- insurance in respect of boilers and lifts where the cost of the premium covers periodic expert inspection designed to reduce the risk of loss or damage

20.3 Subject to any further instruction from the SFC, The Head of Finance and the Systems and Management Accountant shall, in consultation with the Principalship and Board of Management, make all appropriate insurance arrangements for all College activities. He/she shall also arrange the negotiation of all insurance claims by the College in consultation with the Heads of Department concerned.

20.4 Heads of Department shall notify The Head of Finance promptly of all new or increased risks, properties or vehicles which should be covered or any deletions affecting their departments.

20.5 Heads of Department shall notify The Head of Finance immediately in writing of any loss, liability or damage or any event likely to lead to a claim. Thereafter, The Head of Finance shall be responsible where applicable for advising the insurance company concerned.

20.6 The Head of Finance shall review periodically all insurances in consultation with the Principal and Heads of Department.

21. OBSERVANCE OF FINANCIAL REGULATIONS

21.1 The Vice Principal – Finance, Resources and Sustainability, is ultimately responsible for communicating the Financial Regulations to staff and monitoring their ultimate application.

21.2 It shall be the duty of each Budget Holder and The Head of Finance to ensure that these Regulations are made known to the appropriate persons within their departments and to ensure that they are adhered to.

21.3 Any breach or non-compliance with these Regulations must, on discovery, be reported to The Head of Finance, who should bring the matter to the attention of the Vice Principal – Finance, Resources and Sustainability, the Board of Management and / or Budget Holders in order to determine an appropriate course of action.

22. FINANCIAL REGULATIONS OF THE STUDENTS' ASSOCIATION

22.1 The Students' Association is subject to the College Financial Regulations. In line with the new appointment of a Student President and Student Vice President each year, the Finance Team deliver training to ensure that appropriate procedures are followed.

22.2 Specifically, the annual training exercise covers the following main areas:

- The requirement for training within the Students' Association

- The definition of Petty Cash
- Example scenarios involving requirements for petty cash, floats, advance payments and reimbursement of expenses, together with procedures for use.

22.3 The Student President and Vice-President are reminded that managing petty cash and finances is an important life skill and as a publicly funding body, all purchases and cash transactions must be accounted for accurately.

22.4 If the Students' Association are in any doubt about a purchase or an event, they must discuss with the Head of Student Services or the Depute Head of Student Services before committing funds. Expenditure must always be pre-approved.

22.5 The Finance Advisors within the Finance Team are the main points of contact for Students' Association petty cash top ups.

23. REMIT OF THE CHAIRS OF THE BOARD COMMITTEE

23.1 The membership will be the Chair, Vice Chair and Chairs of all Committees and the Clerk to the Board with the Principal and other members of the College leadership as specialist advisors (where appropriate).

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

23.3 The duties of the Committee should include to:

- review and oversee the strategy and objectives set for the College;
- take decisions on any aspects of the affairs of the College when urgent and necessary information is required, in the best interest of the College;
- monitor and evaluate the performance of the College Principal with the agreed career review procedure for this post;
- acting as the Remuneration Committee the appointment and remuneration of senior staff;
- monitor the remits of Board Committees; and
- hear appeals brought to the Board of Management within the College policy framework.

24. DECLARATION OF INTERESTS

24.1 It is central to good and effective governance of the College that those persons holding positions of responsibility and influence should act in an open and transparent manner and not be influenced by social or business relationships that may, or be presumed to, affect their conduct of office or business decisions.

24.2 The College Financial Regulations stipulate that members of the Board of Management and members of senior staff having a pecuniary, family or other personal interest in any contract involving the College are required to declare such interests to the College. The College is required to update the declaration of interests register on the basis set out above.

24.3 This policy applies to all members of the Board of Management and Senior Leadership Team and. The Board must complete a declaration of interests form every six months and the SLT on an annual basis.

24.4 The range of interests which may be disclosed is wide ranging and whilst it is for each person affected to determine the extent of declaration, the following would be appropriate to disclose:

- all paid employment / self-employment - including the nature or scope of activity;

- involvement with contracts with the College, to include being both a supplier of goods and services or a client of the College;
- directorships or equivalent;
- major share holdings (over £25,000 value or >1% of issued share capital) held personally or by immediate family members in any company with which the College has or may have a relationship;
- elected Office, public appointments, trusteeship, Members of the Board or other positions of authority / influence with organisations that the College does or might have a business association.

24.5 Where no such interests are identified a nil return must be given. If in doubt, declare it or seek the advice of the Clerk to the Board. Failure to make an appropriate disclosure may be a disciplinary matter.

24.6 The declaration form requests details of any hospitality or gifts received or conflicts which should be declared as and when they arise, and staff and Board members should continue to advise the Clerk to the Board of Management of these.

24.7 The annual Financial Statements of the College contain details of any Related Party Transactions and each Board or Committee meeting should record any Declarations of Interest in the minutes.

25. COLLEGE FOUNDATION

25.1 The College set up an arms' length Foundation which has its own Constitution.

Transfers to the Arm's Length Foundation (ALF)

25.2 The College may transfer any surplus to the ALF, prior to 31 March each year, provided there is sufficient cash cover to allow for this.

25.3 All transfers to the ALF must be reviewed by the Finance and Resources Committee and then approved by the Board of Management.

APPENDIX 1 - LEVELS OF AUTHORISATION

1 Purchase Orders and BACS / Manual Cheque Requisitions

Heads of Department can delegate any member of staff to raise a purchase order or cheque requisition. These must be subsequently approved by the budget holder.

All orders and requisitions must be authorised according to the following table, full details of which can be found in the College's "**Procurement Procedures**" document. This document also gives details of the procurement requirements that must be followed. Orders and requisitions for any one transaction above £125,000, or related transactions with a collective value above £125,000, must be referred to the Board of Management via the Finance and Resources Committee.

REQUISITION VALUE	PREPARED BY	APPROVED BY	AUTHORISED BY
To the value of £999	Staff member	Depute Head of Department /CM	Head of Department
Between £1,000 – £9,999	Staff member	Head of Department	Head of Curriculum for lecturing staff, Head of Finance for support staff. Where Head of Finance is the Approver, Vice Principal – Finance, Resources and Sustainability
Between £10,000 - £19,999	Staff member	Head of Department	Relevant Vice Principal
Between £20,000 - £49,999	Staff member	Head of Department	Relevant Vice Principal
Between £50,000 - £99,999	Procurement / Staff member	Head of Department	Relevant Vice Principal
Between £100,000 - £124,999	Procurement / Staff member	Relevant Vice Principal	Principal
Over the value of £125,000	Procurement / Staff member	Board of Management	Principal following Board approval

Most purchase orders are generated automatically via PECOS P2P, the Professional Electronic Commerce Online System (PECOS) with online purchase to pay (P2P) technologies. Purchase orders are input by a

staff member and approved by the Head of Service and authorised by a Vice Principal in line with Procurement thresholds. The Head of Finance can also provide authority for purchase orders in the event of their absence. The Principal shall only be required to authorise high value purchase orders up to £100,000, with orders totalling £125,000 being brought to the Board of Management for approval.

2 Payroll Amendments

All amendments to payroll standing data (e.g., new starts, leavers and changes in salary levels) must be approved by the Vice Principals. Variable monthly payroll amendments (e.g., overtime and travel expenses) should be approved by Budget Holders and authorised by the Vice Principals.

3 Petty Cash

Petty Cash disbursements are subject to review by The Head of Finance. Individual disbursements are limited to £100 unless there are exceptional circumstances, which must be authorised by a relevant Vice Principal.

APPENDIX 2 – LIST OF AUTHORISED DELEGATES AND BUDGET HOLDERS and depute for authorisation in case of absence

Category		Position	Depute for authorisation
A – Executive Management		Principal	Vice Principals
		Vice Principal –Student Experience and Innovation	Head of Curriculum
		Vice Principal – Finance, Resources and Sustainability	Head of Finance
B – Academic Faculties		Head of Curriculum	Depute Head of Curriculum
		Curriculum & Quality Managers	

C – Cross College Departments		Head of Student Services	Depute Head of Student Services
		Head of Finance	Depute Head of Finance
		Head of Facilities	Depute Head of Facilities
		Head of People Services	Depute Head of People Services
		Head of Digital	Depute Head of Digital

C- Cross College Departments		Head of Business Innovation Head of Quality and Learning and Teaching Innovation	Depute Head of Business Innovation Learning and Teaching Innovation Manager
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**The Learning and Teaching Innovation Manager postholder has responsibilities around quality enhancement, staff development, pedagogy and the Professional Standards for Lecturers in Scotland's Colleges. It may be appropriate for this post to have delegated budget authority within the Quality and Learning and Teaching Innovation department.*

APPENDIX 3 - BANK SIGNATORIES

The College no longer uses Cheques and as such the requirement for signatories is significantly less. Nevertheless, any changes to banking facilities or payable orders drawn on all College bank accounts must be authorised and signed by two of:

- The Principal
- Vice Principal – Student Experience and Innovation
- Vice Principal – Finance, Resources and Sustainability
- The Head of Finance

Transfers between College bank accounts must be instructed by any one of the above although can be enacted by one of the Banking Administrators (see Appendix 4).

APPENDIX 4 – BANKING ADMINISTRATOR RIGHTS

The College uses Royal Bank of Scotland Bankline for its internet banking requirements. Banking administrator rights within Bankline enable members of the Finance Team to approve and authorise intra-account transfers, set up BACS payments, download bank statements and transactional activity. These responsibilities have been delegated to following individuals:

- Vice Principal – Finance, Resources and Sustainability
- The Head of Finance
- Depute Head of Finance
- Systems and Management Accountant

In addition, the following finance team members can review transactions in the Bank in support of their role remits:

- Finance Advisor – Purchase Ledger
- 3 x Finance Advisor – Sales Ledger

Bankline user access is maintained by the Depute Head of Finance in conjunction with the Head of Finance. Leavers must have their banking rights disabled in Bankline on a timely basis and new starts must be added at the earliest convenience.



South
Lanarkshire
College

East Kilbride

BOARD OF MANAGEMENT

DATE	17 March 2026
TITLE OF REPORT	Co-Option of Finance and Resources Committee Member
REFERENCE	11
AUTHOR AND CONTACT DETAILS	Vari Anderson vari.anderson@slc.ac.uk Douglas Morrison douglas.morrison@slc.ac.uk
PURPOSE:	For the Board's consideration and approval of the co-option of Jamie McCrindle to the Finance and Resources Committee to enhance the Committee's financial expertise.
KEY RECOMMENDATIONS/ DECISIONS:	The Board are requested to: <ul style="list-style-type: none"> • Approve the co-option of Jamie McCrindle to the Finance and Resources Committee subject to PVG checks.
EQUALITIES	There are no adverse implications for equalities identified within the attached report.
RISK	That the Finance and Resources Committee does not have sufficient financial expertise.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The Finance and Resources Committee is chaired by Laura Wright, Director of Finance at Edinburgh Napier University who brings financial expertise to the Committee. • Laura will be stepping away from Committee and Board duties during maternity leave. • A review of the Committee's current composition and skills, using the most recent skills matrix, has identified a need for strengthened financial expertise. • Peter Scott, former Governance Professional highlighted a potential candidate to the Governance Professional and the Chair. • The Chair of the Board met with Jamie McCrindle and indicated that he would provide financial expertise to the Committee. • The Governance Professional is working on a formal co-option procedure which will follow in due course. • A co-opted member will initially be appointed for a period of 12 months, and their contributions will be reviewed within 6 months of appointment by the Chair.

	<ul style="list-style-type: none">• Co-opted members are not part of the decision making process and have no voting rights. They are entitled to Committee members and to contribute to Committee discussions.• Co-opted members are required to:<ul style="list-style-type: none">- Complete a PVG check- Participate in a local induction- Declare any interests for the Registers of Interest- Adhere to the Code of Conduct and Code of Good Governance for Scotland's Colleges- Meet the eligibility criteria for Board Members as specified in legislation
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1. INTRODUCTION

1.1 The purpose of this paper is to propose the co-option of Jamie McCrindle to the Finance and Resources Committee for a period of 12 months.

2. BACKGROUND AND RATIONALE

2.1 The Finance and Resources Committee is currently chaired by Laura Wright, Director of Finance at Edinburgh Napier University. Laura brings significant accounting expertise and has provided strong financial leadership to the Committee. She will be stepping back from her Board responsibilities for a period during her maternity leave.

2.2 A review of the Committee's current composition and skills, using the most recent skills matrix, has identified a need for strengthened financial expertise.

2.3 The Scheme of Delegation (Section 4.12) grants authority to the Board to co-opt members to standing committees where additional professional skills and experience will enhance its effectiveness.

2.4 At the present, the College does not have a formal co-option procedure. The Governance Professional is engaging with the Governance Professionals Network to draft an appropriate process, which will be submitted for consideration in due course.

2.5 A potential candidate was highlighted to the Governance Professional and Chair of the Board by Peter Scott, former Governance Professional. The Chair of the Board met with the candidate to discuss the possibility of co-option to the Finance and Resources Committee.

3. CANDIDATE SUMMARY

3.1 Jamie McCrindle is a Chartered Accountant and business owner who brings a blend of professional financial expertise and hands-on commercial experience. He studied at University of Strathclyde Business School and qualified as a member of the Institute of Chartered Accountants of Scotland in May 2003.

3.2 Jamie began his career with PwC, where he spent almost four years progressing through Associate and Senior Associate roles in accounting related disciplines. During this period, he developed strong capabilities in financial reporting, audit processes, risk awareness, and the interpretation of financial information within complex organisational environments.

3.3 For the past three years Jamie has run West Coast Motors, providing him with direct experience of business leadership, financial oversight, and operational management. This role has strengthened his practical understanding of budgeting, cost control, and strategic decision making within a live commercial context.

3.4 Jamie is keen to further develop his governance experience and contribute his financial expertise within a board environment. As a co-opted member of the Finance

and Resources Committee, he would bring professional accountancy credentials, entrepreneurial insight, and a constructive, independent perspective to the oversight of organisational finances and resources.

4. TERMS OF APPOINTMENT

4.1 It is proposed that Jamie McCrindle would be co-opted for a period of 12 months with a review of contributions being carried out by the Chair within 6 months of appointment.

4.2 A co-opted member will have the right to attend and contribute to meetings of the Committee and receive all committee papers.

4.3 A co-opted member is not part of the formal decision-making procedure and cannot participate in a vote.

4.4 A co-opted member will be required to:

4.4.1 Complete a PVG check

4.4.2 Participate in a local induction

4.4.3 Declare any interests for the Registers of Interest

4.4.4 Adhere to the Code of Conduct and Code of Good Governance for Scotland's Colleges

4.4.5 Meet the eligibility criteria for Board Members as specified in legislation

5. EQUALITIES

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

6. RISK AND ASSURANCES

6.1 That the Finance and Resources Committee does not have sufficient financial expertise.

7. RECOMMENDATIONS

7.1 Members are requested to:

7.1.1 Approve the co-option of Jamie McCrindle to the Finance and Resources Committee subject to PVG checks.



DATE:	17 March 2026
TITLE OF REPORT:	Paper 12 - Emergency Capital Spend Approval: Lifts
AUTHOR AND CONTACT DETAILS	Stella McManus Stella.mcmanus@slc.ac.uk
PURPOSE:	To request approval for emergency capital work to be undertaken to repair the lift.
KEY RECOMMENDATIONS/ DECISIONS:	Members are requested to approve capital spend of circa £300k to retro fit lift shafts and replace the lifts.
RISK	<ul style="list-style-type: none"> • That essential estates work is not carried out impacting on the learner experience. • That there is a failure to adhere to statutory and legislative health & safety requirements. • The college not being a fully accessible campus
RELEVANT STRATEGIC AIMS:	<ul style="list-style-type: none"> • The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • South Lanarkshire College has two lifts which have been in service for 18 years (the age of the building) and following routine servicing it has been found that the lift shafts have cracking and there is movement in some “padstones” and front wall blockwork. • Note that remedial work was undertaken in 2021 relating to the same issue and the engineering report has recommend that a full retro fit of the lift shaft as well as the replacement of the lifts to prevent the issue from recurring. • The estimated costs, which have been obtained through APUC will be circa £300k, • This issue clearly meets the criteria set out by the SFC for emergency capital expenditure funding as the issue is a risk to health and safety, this lift issue was a sudden failure, it was outwith the college’s planned annual maintenance and is impacting on the student experience. • A formal tender is being prepared by the College which will request suppliers to provide options to undertake the repairs in full over the summer 2026 period or to undertake one lift this summer and one the next. • The College has been asked to make a formal application by the Scottish Funding Council for High Priority Funding, so is hopeful of receiving funds for the new financial year.

1.0 INTRODUCTION

1.1 This paper outlines the approach the College is taking regarding the repair of the lifts as well as the associated spend which may be funded via the Scottish Funding Council's High Priority Funding.

2 BACKGROUND

2.1 SLC has two lifts in the building, to service circa 4,800 students and 270 staff. These lifts have been in operation for almost 18 years and have recorded 3 million trips.

2.2 During a routine maintenance visit by Kone in 2021, the lift maintenance company, they identified areas of cracking and movement, and remedial work was undertaken to strengthen the lift shaft. However, during a routine maintenance visit in summer 2025, Kone notified the college that there were further areas of cracking within one of the lift shafts, in particular. The lift carriage was also connecting with the door threshold on three levels, namely ground, first and second floors.

3 ENGINEERING REPORT

3.1 SLC commissioned Blyth and Blyth, an engineering company, to undertake a survey inspection of the lift shafts in September 2025. The results of this survey can be summarised below:

3.1.1 the remedial work undertaken in 2021 is not sufficient for the long-term usage of the lifts and without further intervention the lifts will be inoperable;

3.1.2 there is significant movement in the lift shaft caused by a variety of factors such as a lack of wall ties in the lift shafts, which means not all of the padstones are tied back and the front wall blockwork has movement. Note that this was an issue in some Edinburgh schools, in those cases all of the wall ties were missing; and

3.1.3 further movement at the top of the shaft is due to one padstone being only fixed to masonry on three sides which results in it continually moving.

3.2 The engineering report recommends undertaking a retro fit of the lift shafts and the replacement of both lifts for health and safety reasons.

4 CRITERIA AND IMPACT

4.1 This situation was not expected nor planned work within the year, and currently there is only one operational lift within the building servicing circa 4,500 students and 280 staff, which presents significant health and safety risks, particularly for individuals with mobility challenges, staff transporting equipment and during emergency situations.

4.2 The College building spans multiple floors and accommodates a diverse population including students, staff and visitors. The lift is a critical infrastructure component for accessibility and operational efficiency.

4.3 *Health and Safety Risks*

4.4 Key health and safety risks include:

4.4.1 Accessibility and Equality: The lack of multiple functioning lifts disproportionately affects individuals with disabilities or temporary mobility impairments, potentially breaching obligations under the Equality Act 2010.

4.4.2 Emergency Evacuation: In the event of a fire or other emergency, reliance on a single lift may hinder safe evacuation, especially if the lift fails or is inaccessible.

- 4.4.3 Lift Failure Contingency: If the sole working lift becomes inoperable, there is no immediate alternative, which could result in individuals being stranded or unable to access essential services.
- 4.4.4 Operational Delays and Congestion: Increased wait times and congestion around the lift can lead to frustration, overcrowding, and potential physical risks, especially during peak times.
- 4.5 The current situation may contravene health and safety regulations including the Health and Safety at Work Act 1974 and the Workplace (Health, Safety and Welfare) Regulations 1992 as well as the Equality Act 2010 as previously mentioned.

4.6 Student Experience and Curriculum Impact

- 4.7 Only having one lift in operation already impacts on the student experience with longer wait times to access the one remaining lift. Other issues, should the remaining lift break, include:
 - 4.7.1 Exclusion and Disadvantage: Students with disabilities or temporary injuries may find parts of the campus inaccessible undermining the college's equipment to inclusion, dignity and equal participation;
 - 4.7.2 Reduced attendance and Engagement: Students unable to reach classrooms or learning spaces may miss classes etc impacting on retention and attainment and credit delivery;
 - 4.7.3 Timetabling Constraints: Staff may need to adjust timetables or relocate classes to accessible areas, reducing flexibility and the full use of the college estate and will limit the use of practical or specialist facilities. All curriculum areas except construction are based above the ground floor.
- 4.8 Ultimately the entire operational running of the organisation will come to a halt affecting all 4,800 students and 270 staff, college activity should the remaining lift be rendered inoperable.

5 PROJECT APPROACH AND COSTS

- 5.1 In line with the engineering report and the required health and safety standards, a full retrofit and replacement of both lifts has been recommended. This will involve stripping out existing former strengthening work, inserting a new steel frame (cage) and then a new lift system.
- 5.2 To deliver this scope of work, the project will require input from a range of specialists, including an architect, lift contractor, cost consultant, Principal Designer, and mechanical and electrical consultant.
- 5.3 The College, working with the procurement team, has explored indicative costs through the APUC Framework. The estimated total project cost is circa £300,000 (note it is £150k per lift) including VAT.
- 5.4 The College is preparing a formal tender process to appoint the appropriate contractors and specialist advisors required to deliver this project. Given the scale and nature of the works, the project will be scheduled to take place during the summer period, June 2026 to August 2026, across an estimated seven-week window. This timing ensures that the building can be accessed safely, with no students on site and only minimal staff present.
- 5.5 The tender being prepared will ask suppliers to provide information on either doing both the lift shafts across the summer 2026 period or doing one this year and then one the following year. Naturally the lift that is currently out of service would be the first lift to be

repaired, and as the second lift is operational, then at the end of the summer 2026 period it is hoped that there would be two working lifts.

5.6 The delivery plan will therefore include:

- 5.6.1 Formal Board approval of budget and contractual commitments;
- 5.6.2 Completion of the tendering and procurement process;
- 5.6.3 Appointment of contractors under the required contractual arrangements; and
- 5.6.4 A defined programme of works aligned to the summer 2026 timescales.

5.7 Project governance will be overseen through the College's established capital project structure, with formal oversight by the Senior Leadership Team and approval required from the College Board. All procurement activity will be managed in line with APUC Framework requirements and the College's Financial Regulations. The project will follow standard governance milestones, including approval of scope, procurement decisions, contract award and reporting through established risk and performance monitoring processes.

6 SCOTTISH FUNDING COUNCIL

6.1 An application was made to the SFC on 27 February 2026 at their request following having made a previous application in November 2025 only to be informed that this fund had been spent. The College is hopeful that funding may be made available in the year new financial year.

7 RISK

- 7.1 That this essential lift work is not carried out impacting on the learner experience.
- 7.2 That there is a failure to adhere to statutory and legislative health & safety requirements

8 EQUALITIES

8.1 People with protected characteristics including physical or hidden disabilities may be impacted by having one operational lift at this time, which if that were to stop working may exclude them from the college estate.

9 RECOMMENDATIONS

9.1 Members are requested to approve capital spend of circa £300k to retro fit lift shafts and replace the lifts.



South Lanarkshire College

Students' Association

Board Report

January 2026



South
Lanarkshire
College

Students' Association

**YOUR COLLEGE
YOUR WAY**

Overview

The Students' Association (SA) has remained highly active since our last Board Report. Over this period, we delivered multiple initiatives aligned with priority areas, such as supporting men's mental health, gender-based violence prevention, and hosting seasonal activities.

We were also delighted to have received the outcome from our SA audit where we have been given an Overall Level of Assurance grading of Good. The audit took place over a 5-day period in November 2025 with a specific focus on the role and effectiveness of the Student Association in supporting learner voice, representation, and engagement across the College.

The Grading of Good is the highest scoring possible with the audit outlining in the summary of main findings an exceptionally comprehensive list of strengths. Some key strengths identified include:

The SA Strategic Plan 2023 – 2026 provides a clear, one-page overview of the mission, vision, values, and key themes.

Student voice is embedded within governance structures, with student representation on the Board, Board sub committees and operational groups.

Mini Bus Shuttle Service

The SA welcomed the collaboration between South Lanarkshire College (SLC) and Climate Action Strathaven to introduce a minibus shuttle service. This will significantly improve student accessibility and provide a safe route to the main EK transport links.

[CLICK
For SA Report Video](#)

Catriona Blacker, Student President

Jack Whyte, Student Vice President



Headline Activity Report

The following section details the key activities that have informed the Student Association's strategic focus throughout this academic year. Our core priorities continue to centre on advancing student engagement, utilising the student voice to influence meaningful improvement, and promoting the wellbeing and health of the wider student community.



Student Welfare Initiatives

Each year, the College and the SA collaborate to raise awareness of the 16 Days of Activism Against Gender-Based Violence, held from 25 November to 10 December.

In addition to welcoming external specialist support organisations on campus, the SA hosted an awareness stall on 2 December. The stall aimed to highlight the varied forms abuse can take and to reinforce that it can impact individuals of any gender. Information leaflets were distributed to support understanding and prevention, and personal safety alarms were provided, which were positively received by students.

Throughout the event, we engaged with students in meaningful discussions about recognising abusive behaviours and the importance of fostering a culture of respect, safety, and care within the college community and wider society.

Student Representation

The SA is actively supporting the Barbering students in extending its client base for services including haircuts, hot shaves, and waxing. We are likewise promoting the complementary provision offered by the Hair and Beauty students, encompassing massages, nail treatments, lash services, and eyebrow treatments.

To support this, we are working in close collaboration with the Marketing team to develop targeted promotional strategies that will enhance awareness of the high quality services delivered by our students. Our overarching aim is to attract both internal and external clients, thereby strengthening opportunities for students to further refine their professional skills and demonstrate their expertise.

Events and Engagements

On 13 January, the HND Counselling class invited the SA to observe and contribute to a mental health awareness session. The initiative sought to encourage engagement from the Joinery class—particularly male students—who may be less inclined to access counselling or broader mental health support.

The event provided a valuable opportunity for the SA to strengthen relationships with this cohort. Following an initial period of observation, we actively contributed to the session, participating in constructive discussions on mental health and identifying ways in which the SA can further enhance its support for student wellbeing.



Project Highlights

The SA has engaged in several new initiatives designed to support and enhance the health and wellbeing of our students. We remain committed to continually improving the overall student experience and contributing meaningfully to the successful delivery of the College's strategic objectives.

Student Mental Health

As outlined within our Student Mental Health Agreement (SMHA), the SA remains committed to promoting wellbeing and creating accessible spaces where male students feel comfortable discussing mental health. During November and January, we participated in activities designed to strengthen engagement across Construction, Joinery, and Counselling.

In particular, on the 13 January we joined the HND Counselling class for a mental health session with students from the Joinery department. The session encouraged open dialogue around stress and wellbeing, and highlighted available support both internally and externally, thereby enabling us to strengthen relationships and gain a clearer understanding of student needs.

Both activities emphasised the importance of informal spaces that enable men to speak openly about mental health and supported the SA in identifying ways to further enhance provision. The SA and Student Services team were also delighted to present at the January 2026 National Union of Students (NUS) Think Positive Forum to showcase our recently published SMHA and to assist other institutions in developing their own frameworks. We welcome the opportunity to contribute to this sector-wide conversation and to highlight the progress achieved to date.

Toast Topper Club

The SA is pleased to report that the Toast Topper Club continues to operate as an effective and welcoming space that encourages students to drop in, access light refreshments, and engage socially with their peers. The initiative has developed into a modest yet meaningful contributor to strengthening community cohesion on campus, supporting students to build connections and reducing feelings of isolation, particularly among those who may find it difficult to engage in larger scale activities.

Feedback indicates that the informal nature of the club is a significant factor in its success, offering a low pressure space that appeals to a broad range of students. While the initiative is functioning well overall, there remain clear opportunities to further enhance participation, broaden its reach, and ensure that more students can benefit from the sense of belonging it fosters. The SA will continue to explore development options, including targeted promotion and collaboration with curriculum areas and support services, to maximise the club's impact and contribution to the College's wider wellbeing objectives.



Student Voice

The SA is actively monitoring and supporting concerns raised by ESOL students regarding the forthcoming closure of Barrack Street. Four refugee students currently residing in the Scottish Government's Barrack Street accommodation under the Ukrainian Scheme are required to relocate due to the site's scheduled closure in April 2026. All residents must vacate the premises by March 2026, creating significant distress and instability for the affected students. For example, one student has received an offer of accommodation in Ayrshire, another in Falkirk, and two students are yet to receive any accommodation offer.

The Scottish Government provides a single housing offer per resident. Should this be declined, individuals must either pursue private rental options—supported only by limited assistance available through a council £250,000 deposit fund—or enter the homelessness pathway (First Stop, Blue Triangle, Eva Burrows, etc.). Temporary furnished accommodation remains in very limited supply. Residents are currently receiving 60 day notice letters to support any ongoing housing association applications.

The affected students have articulated considerable concern regarding the requirement to relocate outside South Lanarkshire. They wish to remain within a commutable distance of South Lanarkshire College, given the strong relationships they have established with staff, their integration within the local community, and their continuing academic commitments. Students are also preparing to sit important examinations in May 2026, which they consider essential to securing long term stability and future opportunities in Scotland.

Students have highlighted that relocation to distant local authority areas would significantly disrupt their education, wellbeing, and established support networks.

2025/2026 Events

Delivered Meetings & Events (November 2025-January 2026)

GBV 16 Days of Activism
25-November – 10 December

Christmas Jumper Week
8-12 December

Sexual Health Awareness Stall
13 December

Refreshers'
27-29 January

Up-coming Meetings & Events (February 2026 - June 2026)

Valentines
14 February

Care Day
20 February

Purple Friday
27 February

Easter Egg Hunt
30 March & 3 April

Love Your Planet
1 April

Mental Health Week
May 2026

Carers Week
June 2026

CE End of Year
Celebration Event
3 June

Chair's Report

Monday 9th March 2026

In my first update of 2026, I am pleased to report that the academic year is progressing well, with a multitude of student successes across the College. Alongside this, we are beginning to see the early signs of our Strategy 2030 taking root, with encouraging indications of systemic improvement emerging across a range of operational metrics. It has been a relatively quieter quarter by recent comparisons, although there are several important developments that I wish to highlight.

At a national level, Colleges Scotland has now published the Colleges Manifesto, developed in partnership with Chairs, Principals and a wide range of sector stakeholders. Stella and I jointly attended the recent Chairs and Principals Group meeting at which the Manifesto was formally ratified. The central theme is the positioning of colleges as the skills engine of Scotland's economy, reflecting the critical role that the sector plays in enabling economic growth, supporting communities and responding to emerging labour market demands. We will have the opportunity to hear directly from the Chief Executive of Colleges Scotland, Gavin Donoghue, at our upcoming board meeting, where he will provide an overview of the organisation's work and the evolving vision for the sector.

I was also pleased to note that the Scottish Government has announced a financial uplift within the most recent budget settlement for colleges following a prolonged period of flat cash allocations. While the increase is welcome, it does not fully address the effects of several years of systemic underfunding and reinforces the importance of continuing to progress our plans to diversify revenue streams at pace. For members' reference, a copy of the letter issued by the Minister for Higher and Further Education is included with the board papers.

In parallel, I welcome the passing of the Tertiary Education and Training (Funding and Governance) Bill through Parliament. I hope the legislation will help simplify the funding landscape and create the conditions necessary for the recommendations outlined in the Withers Review to progress with renewed clarity and purpose.

Our work as a board has continued to progress through the committee structure. However, I must note my disappointment with the level of responsiveness from members in relation to the recent approval requests for the People and Culture Policy and the Lapsafe Lockers proposal. While we ultimately secured the required majority, this was only achieved through the persistence of our Governance Professional and did not reflect well on the responsiveness of the board. I would ask that all members prioritise timely responses to similar requests in the future to ensure the College can operate efficiently and with appropriate governance oversight.

Conversely, I have been very encouraged to see members, and particularly several of our newer colleagues, engaging with the College in supportive and constructive ways beyond the formal boardroom setting. This type of engagement helps strengthen the relationship between governance and operations, and contributes positively to the wider student experience.

I would also like to note that Laura Wright, Chair of our Finance and Resources Committee, has stepped aside for a period as she begins maternity leave. With the support of our Governance Professional, I have met and interviewed a potential co-opted member who could provide interim support during Laura's absence. A proposal relating to this appointment is presented in a separate paper for board consideration.

Looking ahead, I am keen to continue the programme of individual meetings with board members. These discussions have proven valuable in understanding members' perspectives and aspirations for the College. If you have not yet scheduled a conversation, I would encourage you to coordinate availability through our Governance Professional.

Finally, Stella and I have begun discussions with colleagues at the Scottish Funding Council regarding our aspirations for more regionally led approaches to skills planning. I have also agreed to contribute to a review of the Outcomes Framework and Assurance Model and the Tertiary Quality Enhancement Framework. Both exercises represent important opportunities to ensure that the systems governing the sector are proportionate, enabling and aligned with the evolving role that colleges play within Scotland's wider education and economic landscape.

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

Issued via email.

26 January 2026

Dear Chair,

Scottish Government Budget 2026/27 and Public Sector Reform

The financial landscape for Scotland's public sector has been, and remains, challenging. The important role that you play in leading your board and your college through this is recognised and valued. I appreciate that you have made significant efficiency savings over the past few years, to ensure continuity of service for learners. Thank you for your commitment and contribution during these challenging times. In order to make progress towards a better future, many of the issues facing colleges have been discussed and progressed through the College Tripartite Group, with the Scottish Funding Council and Colleges Scotland, and it has become clear that more a fundamental look at the future of sector is collectively needed to support learners and a thriving, modern economy.

Technology, society and the economy are changing at pace, and it is vital that the college sector evolves and adapts to provide what learners and businesses need in the next quarter of the 21st Century and beyond. Colleges Scotland, on behalf of the sector, provided a 'Future Positive: Colleges Scoping Document' that I understand you have seen. It is a helpful and welcome proposal.

In recognition of these facts, the draft budget laid in Parliament on 13 January included a significantly above inflation uplift for colleges. Specifically:

- The budget delivers a combined increase of £70m in resource and capital funding, equivalent to 10% uplift on last year's budget, taking our total investment in core college funding to £764m.
- Colleges will see an increase in resource funding of £61.4m, equivalent to 9.3% (from £659.7m in 2025-26 to £721.1m in 2026-27). The uplift includes £7m to support the increase in employers NICs, introduced by the UK government in 2025-26 together with a £14m switch from capital to support the correct classification of college estate maintenance spend.
- Capital funding for the college estate maintenance and improvement has increased by £8.2m, equivalent to 24% (from £34.5m in 2025-26 to £42.7m in 2026-27). This excludes spending on major capital projects (such as DLC) which fluctuate annually.
- There is an uplift to the College Public Private Partnerships (previously NDP) budget allocation of £0.9m to cover forecast statutory/contractual costs in 2026-27.

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

- The decrease in college capital against 2025-26 published budget figures of £21.0m (32%) reflects spend on major campus investments (such as DLC). When that planned profile is accounted for, there is an £8.2m (24%) uplift for college infrastructure.

This uplift in investment is intended to help give the sector as a whole space and stability, and to work collectively with the Scottish Funding Council and Scottish Government to explore, design and move towards a sustainable sector for the future.

As a College Chair we know that you will appreciate that you have a particularly important role to play in supporting this shared work and the deep collaboration that is needed across the sector. We all need to consider matters beyond individual organisational interests and deliver the best outcomes for Scotland, both now and in the future. With that in mind, my colleagues and I look forward to engaging with you in the period ahead on our shared necessity to:

- **Ensure effective partnership working** with other organisations and actively participate in reference groups, discussion forums, and open meetings.
- **Foster regional and cross-regional collaboration** to ensure colleges meet economic, social, and educational needs.

Please do contact me and my officials if you have any queries about this work and how you can contribute fully to it.

Thank you for all of the important work you and your board are taking forward.

Kind regards,



BEN MACPHERSON MSP
Minister for Higher and Further Education

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

St Andrew's House, Regent Road, Edinburgh EH1 3DG
www.gov.scot

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BOARD OF MANAGEMENT MEETING

DATE	17 March 2026
TITLE OF REPORT	Principal's Update
REFERENCE	15
AUTHOR AND CONTACT DETAILS	Stella McManus Stella.mcmanus@slc.ac.uk
PURPOSE:	To provide members with updates regarding items not on the agenda.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • note the College's Scotland manifesto; • note the college sector reform work; and • note the progress being made regarding the Local Partnership Innovation Fund.
RISK	<ul style="list-style-type: none"> • That the College does not keep up with sector reform and pace of change is too slow impacting on future business.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • Colleges Scotland launched the 2026 Election Manifesto highlighting the essential role that colleges play in the skills landscape. The Manifesto is based around three priorities of skills engines, community anchors and sustainable investment. • The college sector has committed to undertaking reform in order to ensure that the sector can be sustainable. This work will be based around evidence that already exists from various work such as Withers or Hayword and will focus on areas such as the learner journey, funding models, whole system alignment and employer partnerships. • Indicative budget allocations are due at the end of March 2026, and every college will receive an increase in their allocations in comparison to the previous year. While the sector received an overall 10% increase this will not translate into a 10% increase per college. • The sector will benefit from multiyear funding for a new upskilling initiative aimed at reducing child poverty. The details of this are still being worked on. • The College Partnership West group is working collaboratively to submit a bid for the Local Partnership Innovation Fund.

1. INTRODUCTION

- 1.1 The purpose of this report is to provide members with information not included on the agenda of the Board Meeting scheduled for 17 March 2026.

2. COLLEGES SCOTLAND MANIFESTO

- 2.1 Colleges Scotland launched the [2026 Election Manifesto – Opportunity That Works](#), which is calling on all political parties to commit to long-term sustainable investment in Scotland’s colleges ahead of the next Scottish Parliament election.

- 2.2 The manifesto highlights the essential role colleges play in driving economic growth, addressing skills shortages and supporting communities affected by poverty. Its publication follows two independent reports reinforcing the strategic importance of the sector:

- 2.2.1 [Just Transition Commission \(2026\)](#): warns of “cuts in the engine rooms for the just transition”, noting a 20% real-terms decline in college funding since 2021/22. The report recommends placing colleges at the core of an enhanced national skills strategy, with funding aligned to their strategic significance.

- 2.2.2 [Fraser of Allander Institute \(2026\)](#) confirms the economic and social value of colleges. In 2026/27, colleges are projected to:

2.2.2.1 Increase tax revenues by £170m and reduce benefit costs by £25m.

2.2.2.2 Lift 15,000 people out of absolute poverty and 10,000 out of severe poverty.

2.2.2.3 Improve incomes for 400,000 households, including 250,000 children.

- 2.3 The Manifesto outlines the following priorities:

2.4 *Skills Engines*

2.4.1 A “Colleges First” model for regional skills planning.

2.4.2 Colleges as lead providers of apprenticeships, delivering 10,000 additional Modern Apprenticeships.

2.4.3 A redesigned Flexible Workforce Development Fund to support employer-led upskilling.

2.5 *Community Anchors*

2.5.1 Multi-year funding for anti-poverty initiatives.

2.5.2 Real-terms increases in student support.

2.5.3 A national ESOL strategy responding to rising demand.

2.5.4 Capital investment to modernise ageing college estates.

2.6 *Sustainable Investment*

2.6.1 Real-terms increases and multi-year funding settlements for colleges.

2.6.2 Fair per-student funding aligned to qualification level.

- 2.6.3 Increased financial autonomy to diversify income.
- 2.6.4 A review of the post-16 funding model to ensure best value and eliminate duplication.
- 2.6.5 A more efficient and effective learner journey.

3 COLLEGE REFORM

3.1 The College sector in Scotland has been tasked with undertaking a piece of work focussing on the sustainability of the college sector. This is similar to the work being done by Universities Scotland which has a steering group tasked with securing a sustainable and successful future for Scotland's universities, through the development of a ["Future Framework"](#).

3.2 However, for colleges, there have already been a significant amount of reviews and reports that have already been published on how Scotland's colleges need to evolve in response to the changing socio-economic landscape, and the expectations of our students and employers. Common themes arising from these reports are, collaborative partnerships and community impact, responding to labour market and economic needs, technological innovation and digital learning, commitment to inclusion, diversity and wellbeing, sustainable and resilient institutions and embracing global perspectives.

3.3 Annex A provides a draft of the college sector scoping document, Future Positive. The key themes of the college work, will centre around learners, employers and national/regional systems, with the following scope and objectives:

3.3.1 The proposed work will develop an evidence-led vision for the sector over the next 20 years, focusing on:

- 3.3.1.1 sustainable funding models, including options beyond traditional public routes;
- 3.3.1.2 future sector configuration and delivery models, aligned to economic and community needs;
- 3.3.1.3 whole-system alignment across schools, universities, employers and public services;
- 3.3.1.4 clarifying the future learner journey, especially for lifelong learning and accelerated pathways; and
- 3.3.1.5 strengthening employer partnerships to meet national and regional skills demands.

3.4 This work will be co-designed with Scottish Government, SFC, industry, students and wider partners. There will be a structured programme built around 4-5 focused workshops, each driven by shared data and analysis, covering:

- 3.4.1 current and future learner, employer and community needs;
- 3.4.2 regional enablers for effective and efficient skills delivery; and
- 3.4.3 options for sustainable, flexible funding frameworks

3.5 Outputs will be synthesised into a prospectus and action plan, to be published likely in the autumn. There will also be a set of "Guiding Principles" and the work will be:

- 3.5.1 outcomes-focused: strengthening learner and employer impact;
- 3.5.2 place-based: recognising diverse regional and community roles;
- 3.5.3 fair Work aligned: supporting a sustainable, valued workforce; and
- 3.5.4 evidence-driven and innovative: enabling creative, future-oriented options.

3.6 The intended outcome of this work is to create a future system that is:

- 3.6.1 equitable: parity of esteem and improved learner opportunity;
- 3.6.2 future-proofed: responsive to evolving economic and societal needs;
- 3.6.3 empowering: enabling innovation and collaboration; and
- 3.6.4 sustainably funded: providing stability for long-term planning

4 BUDGET UPDATE

4.1 The College is awaiting news of its indicative budget allocation for 2026-27, which will be received at the end of March 2026. The key headline is that every college will receive a net uplift over their 2025-26 allocations. However, Members should be aware that despite the sector receiving a 10% increase, this will not translate into a 10% increase for each college. As yet, the College does not know what this uplift will be, however the Scottish Funding Council (SFC) are committed to the following.

- 4.1.1 unwinding last year's mitigations;
- 4.1.2 re-calculating price group relative weightings for each college using the most up to date FES data (2024-25);
- 4.1.3 applying a percentage uplift to prices. The Scottish Funding Council (SFC) intend to put as much as possible into this element. The SFC do not intend to identify separate elements such as CDEL/RDEL (Capital and Revenue) switching, it was stressed the need for transparency regarding this;
- 4.1.4 specific additional elements from 2025-26 funding, such as for employer national insurance contributions (eNIC), lecturers' pay etc, will be embedded by adjusting the premium group funding. This is because the impact is more even across colleges and embedding this means it cannot be so easily identified and withdrawn in future;
- 4.1.5 the plans which are currently going through SFC's governance process are for the majority of the resource funding to be directed to teaching (the unit of resource), with the portion reserved for transformation funding being less than the £26m initially announced for 2023-24. The College sector stressed that its preference was for as much funding as possible to be targeted directly to teaching grant uplifts. Funding for transformation will not be linked to current college transformation initiatives;
- 4.1.6 SFC is still working to get 2025-26 impacts of eNICs and professional services pay confirmed with Scottish Government and issued to colleges this year.
- 4.1.7 Capital allocations will be the same as 2025-26.

4.2 The Scottish Government aims to eradicate child poverty by 2030, and through combined efforts the college sector also received funding for an initiative called RISE (Raising Income through Skills and Education). Colleges RISE is a proposed national programme that uses college-led adult upskilling to reduce child poverty by increasing household income for low-income working parents and carers, with £8m in 2026/27 as part of a £40m five-year investment.

4.3 The proposal is to enable 2,400 parents in year one, and 12,000 over the programme, to gain skills that raise earnings and lift an estimated 20,000 children out of absolute poverty. It is targeted at the six national priority groups, lone parents, minority ethnic families, families with disabled adults/children, mothers under 25, families with a child under one and larger families (3+ children).

4.4 The programme expands proven college interventions such as childcare support, ESOL-to-employment pathways, disability employment routes and tailored financial support, delivered through collaborative, place-based models and evaluated jointly with Scottish Government and external partners to ensure maximum and measurable impact.

5 GLASGOW CITY REGION (GCR) AND COLLEGE PARTNERSHIP WEST (CPW)

5.1 As members are aware GCR is the eight partner councils that make up Glasgow City Region working with local and national stakeholders to drive Regional economic growth and improvement. Since the Glasgow City Region Cabinet was established in 2014, they have invested millions of pounds in improving transport and connectivity, growing skills, supporting businesses and freeing up derelict land for housing, retail and commercial development.

5.2 CPW are the six colleges within the GCR which are, City of Glasgow, Clyde College, Kelvin College, New College Lanarkshire, South Lanarkshire College and West College Scotland. These colleges deliver education and training to almost half of Scotland's student population. The purpose of the formation of this group is to

5.2.1 *“widen and deepen collaboration between its member colleges and key public / private bodies in the Glasgow City Region to achieve significantly improved economic performance, enhanced socioeconomic outcomes, better educational attainment and reduced health inequalities in the communities we collectively serve.”*

5.3 Key areas of focus for the group were around regional and national priorities such as health, a just transition to a sustainable future, developing equality (tackling poverty) and productivity.

5.4 The GCR has informed CPW that it will receive £5m of the £50m [Local Innovation Partnerships Funding](#) that GCR have been allocated by UKRI. The fund is focusing on the Health and Life Sciences cluster (HLS) supported by complementary Digital and Enabling Technology activity. The activity will focus on the Region's distinctive strengths around MedTech, BioTech, and Pharma and Biopharma.

5.5 The CPW group is working together to put together a bid focussing on creating a £5m skills programme to meet the short- and medium-term needs of the cluster. GCR are interested in the following ideas being developed, what should an HLS skills programme look like, how could it be delivered regionally, how it could maximise impact for those further from the workforce, how would employers be engaged, as

well as opportunities for private sector leverage and it needs to be delivered by March 2031.

5.6 To date representatives from each college, with Shona Pettigrew leading for SLC, to create the bid which is due to be submitted by the end of March 2026. This is an excellent opportunity for CPW to design future collaborative working arrangements for the Glasgow City Region especially in light of the new Community Wealth Building legislation which paves the way for regional devolution.

6 PARTNERSHIP WORKING

6.1 The Principal has engaged in the following activities:

- 6.1.1 officially joined the Research Innovation Directors' Group;
- 6.1.2 met with Manira Ahmed, Chief Officer at Public Health Scotland on 9 January 2026;
- 6.1.3 met with Kilbride Hospice CEO Gordon McHugh on 13 January 2026;
- 6.1.4 attended a Colleges Scotland meeting regarding the budget on 13 January 2026;
- 6.1.5 chaired the CPW quarterly meeting on 15 January 2026;
- 6.1.6 met with the CEO of SNIPEF (Scottish and NI Plumbing Employers' Federation), Fiona Hodgson on 29 January 2026;
- 6.1.7 met with Wendy White- Finnegan, Entrepreneur in Residence on 2 February 2026;
- 6.1.8 visited the Open University on 6 February 2026 to explore collaborative opportunities;
- 6.1.9 met with Alison Brown, Head of Economic Development at South Lanarkshire Council, to continue work on the Heads of Terms on 10 February 2026;
- 6.1.10 met the newly elected EIS-FELA Committee for the College on 10 February 2026;
- 6.1.11 hosted a visit from the leader of South Lanarkshire Council, Joe Fagan, on 11 February 2026;
- 6.1.12 attended the Glasgow City Regional Partnership meeting on 12 February 2026;
- 6.1.13 participated in a workshop hosted by the OCED considering the development of the skills system in the Glasgow City Region on 19 February 2026;
- 6.1.14 sat on the recruitment and interview panel for the new Glasgow City Region Skills Manager role on 20 and 21 February 2026;
- 6.1.15 attended an education Scottish Parliament College hustings event at Edinburgh College on 23 February 2026;
- 6.1.16 both Shona Pettigrew and I attended the Glasgow City Region Life Sciences Employer workshop on 26 February 2026 in preparation for the bid submission;
- 6.1.17 hosted new College Employers Scotland Director Callum Chomczuk at the College on 27 February;
- 6.1.18 held an Innovation Technical Group meeting on 27 February 2026;
- 6.1.19 attended the College Principals' Group meeting in Stirling on 3 March 2026;
- 6.1.20 attended a Scottish Funding Council workshop regarding funding model reform on 4 March 2026;
- 6.1.21 attended the Confederation of Business Industries Holyrood reception for apprentice week on 5 March 2026;

7 GOOD NEWS STORIES

- 7.1 For Scottish Apprenticeship Week, the College hosted an excellent Step into Future Jobs event and welcomed school pupils and teachers from across South Lanarkshire, offering valuable insight into career pathways and hands-on learning opportunities. In addition, a Foundation Apprenticeship Open Evening attracted a fantastic turnout, with prospective students and families keen to explore their options.
- 7.2 The College also hosted a Brighter Futures (information advice and guidance event) for circa 45–50 visitors, including colleagues from Skills Development Scotland (SDS) Pupil Support Teachers and Depute Heads. By facilitating this event the College is strengthening the pathways that help young people make informed, confident choices about their futures. These connections ensure students understand the opportunities available to them, the skills employers are looking for and the routes that can take them there.
- 7.3 Depute Head of Curriculum, James Jamieson, has been shortlisted for the Knowledge Exchange Champion award. His leadership has been instrumental in developing impactful partnerships between industry, colleges and local communities. In addition, the College Local Innovation Centres (CLIC) of which South Lanarkshire College is a part of, has been nominated for the Place Based Impact category.
- 7.4 In recent news CLIC recently won an Association of Colleges Beacon award for College Engagement with Employers.

8 EQUALITIES

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

9 RISK

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

10 RECOMMENDATIONS

- 10.1 Members are recommended to:
- 10.1.1 note the College's Scotland manifesto;
 - 10.1.2 note the college sector reform work; and
 - 10.1.3 note the progress being made regarding the Local Partnership Innovation Fund.

ANNEX A: COLLEGES SCOTLAND: FUTURE POSITIVE

Future Positive: College sector scoping document

Context

Colleges are central to Scotland's national ambitions on economic growth, skills, social mobility, public service delivery, and tackling poverty.

Scotland's 24 diverse colleges give people opportunities, add to Scotland's economic wealth, strengthen communities across the country, and fulfil the needs of employers. People of all ages access a huge range of learning and training opportunities each year at college, including further and higher education, upskilling, retraining, and learning for work. Over 200,000 people of all ages access the further and higher education opportunities each year at college.

Demand for skilled workers in critical sectors has never been higher, and colleges are part of the positive solution for Scotland to meet that demand. With campuses in every community, online learning, short courses and industry-focused qualifications, colleges can play a bigger, bolder and brighter part in delivering success, adding to Scotland's economic productivity and lifting people out of poverty, including child poverty.

In a fast-paced world of evolving societal and workforce needs, delivering the technical and practical skills that the College sector excels will matter more every year.

The Problem statement: why is change needed

An economic transformation is underway, with a Just Transition to Net Zero, increasing digitalisation and AI, and fundamental changes to the way people live and work, access services, and manage multiple careers through their lives. At the same time, there is still very high demand for skills and trades that are foundational to Scotland's economy.

Learners are also changing the way they want to engage with learning. 2025 saw school learners achieve a record number of vocational and technical qualification awards, with an increase of 22.6% taking the total to 110,000 for the first time ever, and colleges have witnessed increasing demand for part-time provision.

Individual colleges have made significant operating efficiencies over recent years: colleges are one of the few parts of the public sector where staff headcount has reduced since devolution, having fallen by 12% (Audit Scotland). Individual colleges have had in place recovery/ transformation plans for a number of years. In short, individual institutions have taken the difficult but necessary steps to adapted to a challenging financial outlook.

Scottish Government and the college sector, as a whole, have recognised the need for transformation of the skills system through the Withers Review (2023) and the sector's own Think the Unthinkable work in 2022-23.

Despite these actions, a recent SFC report concluded that "most colleges are not sustainable" under current funding assumptions. At the same time, the number of learners colleges are educating has reduced by 30,000 in 2023/24 compared to 2022/23, a decrease of 12.4 per cent, due to funding pressures. At the same time,

the skills and opportunities colleges deliver are in increasing demand as shown by the replacement demand included in the SDS sectoral skills assessments.

Very draft working document/proposals

For colleges to maintain their roles as anchor institutions in communities the length and breadth of Scotland, and skills engines of their regional economies, the sector needs a stable financial platform upon which a more fundamental set of questions, options and choices can be explored. Against this backdrop, and with the Scottish Parliament elections in May 2026, the college sector believes this is the right time to undertake a fundamental discussion with the Scottish Government and SFC on the future of the sector and the sustainable funding required to deliver it.

Within scope (what)

We recognise if an evidence-led review is to set the direction of our further education sector for the next twenty years, we need to be prepared to explore the implications of a variety of options. This extends to consideration of the future shape of the sector and potential new delivery models and to different options for investing in the sector, including from outside traditional public funding routes.

The work must also consider the sector as a whole system, including interactions with the school system, employers, wider public sector and the university sector given their interconnectedness. It must consider colleges' local, regional and national roles, alongside the diversity of roles and offering the sector provides.

As with any significant new endeavour, the quality and precision of the questions the work addresses are paramount. **Example questions include:**

Learners

- What is that learners are looking for from a college in the 21st century?
- What does an optimised lifelong learner journey look like that avoids learners being in the education system longer than necessary?

Employers

- What is it that employers are looking for from a college?
- How can employers and colleges better collaborate to meet national/regional skills demands?
- What is the role of the SFC and Scottish Government?

National/Regional Systems

- How can we co-create increased agility in the system to allow the college sector to better meet learner and employer needs?
- How can we best organise/configure the system to meet local, regional and national skills needs?
- What are the true delivery costs, and how would these be impacted by different national/regional models?
- What does sustainable future funding of the sector look like under different national/regional models?
- What are the impacts on the college

workforce? **Method statement (how)**

The work must be driven by a robust and impartial evidence base that:

Very draft working document/proposals

- examines ways in which the sector as a whole or regionally can best meet future needs of students and the economy, enhancing effectiveness and impact.
- Reflects local, regional, national and global trends and best practice to ensure that the needs of learners, employers and society are understood and met.
- Produces clear evidence and analysis to sustainable funding and distribution of funding the delivers on shared goals of:
 - Enhanced performance and efficiency that reflect the distinct and varied factors that influence costs across the country;
 - future-proofed to meet the current and next generation of workforce and industry needs, and
 - ensuring the sector is sustainably funded, allowing it to deliver locally, regionally and nationally.

A co-designed and co-delivered body of work with Scottish Government, the SFC and other partners:

Pillar 1: Based on existing reviews, publications, and predictions, co-create a synthesis of the evidence of the current and future needs of learners, industry and communities .

Pillar 2: Collectively identify the enablers of effective and efficient regional skills delivery, aligned to national skills priorities.

Pillar 3: Co-create a set of sustainable and flexible funding model and framework options

The work will centre around 4-5 well workshops based on the challenge questions (above) rather than long-standing groups.

Data and evidence will be collectively prepared and agreed in advance of each workshop.

Workshop attendees will reflect a mix of sector leaders, student/employee representatives, industry, public sector partners and independent thought leaders.

All political parties have an interest in the outcome of this work. Our shared ambition is to secure cross-party support for the process, while recognising that different political parties may respond differently to the outputs or findings from the work.

The outputs will be collated into a prospectus and action plan published shortly after the Scottish Parliament Elections in May 2026.

At all times, the work will be:

- Outcomes-focussed: learners and employers now and in the future are able to access world-class college education for the intrinsic value of education, and as pathways to further education and employment as the economy grows and evolves.

- Place-based and locally responsive – the transformation will recognise the unique role colleges play in their communities and support regional economic and social development, including poverty alleviation.

Very draft working document/proposals

- Fair Work First: Fair Work drives success, wellbeing and prosperity for individuals, organisations and society and colleges are fair work employers. This will be a key consideration relating to any potential changes to the college sector workforce.
- Evidence-based and creative: using the combined analytical and creative capabilities of the parties and stakeholders, the project will provide robust evidential underpinning for creative, innovative options, and their assessment.

Outline Success statement

We want to secure a system that is:

- More equitable – making the system more progressive, and providing parity of esteem, for college learners
- Future-proofed - ensuring learners of all ages and stages of life can have their needs met by colleges and that colleges can meet the workforce needs, now and in the future
- Empowering – it encourages colleges to be innovative and collaborative
- Sustainable - any new models/frameworks are supported by a sustainable funding environment

Board of Management

DATE	17 March 2026
TITLE OF REPORT	SLC Strategic Risk Register Commentary
REFERENCE	17
AUTHOR AND CONTACT DETAILS	Paddy Feechan, Head of Finance paddy.feechan@slc.ac.uk
PURPOSE:	To provide members with an update to the risk management arrangements of the College.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • review and approve the strategic risk analysis contained in the College's Strategic Risk Register and the commentary therein; and • note 2 amendments to risk scoring since December 2025 in respect of financial controls and health & safety legislation.
RISK	<ul style="list-style-type: none"> • That College strategic risks are not identified, and mitigating actions are not taken.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • Of the fifteen risks identified, 2 post mitigation scores have increased, with all other risk scores remaining the same as at December 2025. • The highest risk to the College in January 2026 was in respect of financial stability and, to an extent, remains outside of the control of the College, owing to Government funding restrictions. Early indicators are that the sector is receiving a 10% increase for 2026/27, which may equate to a circa 3% estimated revenue increase for the College. However, the College continues to encourage full cost recovery and commercial delivery of programmes to bolster income streams. • The risk register also contains assurance mapping against each risk into those assurances that are gained from internal sources (management reporting and quality assurance arrangements) and those that are gained from more external sources (e.g. internal/external audit, Education Scotland, Scottish Funding Council).

1. INTRODUCTION

- 1.1. This paper provides a commentary on the College's strategic risk register as reviewed by the Risk Management Group (Senior Leadership Team) on 22 January 2026. The risk register is an important document that demonstrates the College's commitment to the establishment and maintenance of effective governance and control arrangements.
- 1.2. Commentary has been added to each risk to justify decisions to maintain risks at current levels where required.

2. RISK ONE - FINANCIAL STABILITY

- 2.1 Inherent and post-mitigation risk both remain at 20. The political landscape is not within the control of the College and as grant funding makes up circa 70% of total income, financial sustainability for the College and the wider sector remains a challenge.
- 2.2 Funding for 2025/26 largely represents a flat cash scenario with only a minimal £45k increase in learning & teaching grant funding. The College has tried to mitigate the risk of financial stability through its restructure and voluntary severance scheme. The Scottish Budget for 2026-27 includes an increase in funding for colleges, amounting to an additional £70 million. This increase is part of a broader effort to support further education and skills training across the country. The funding is expected to help mitigate the financial pressures faced by colleges, which have been received under-investment and a real-term funding cuts over the past parliamentary session.
- 2.3 The increase is a start for the sector, representing a 10% capital and resource funding increase for the sector compared to the previous year's flat cash settlement. Note that the 10% is for the sector not per college so yet it is not clear how the funding will be split across the colleges. It is likely that this may translate into an estimated 3% increase in overall revenue funding only. The College expects to receive the Indicative Funding allocations by end of March 2026 and should receive the Final Funding allocations in May 2026.
- 2.4 The College continues to diversify income streams through the provision of full cost recovery courses and benefited from the Scottish Government 60% funding for employer National Insurance increases in 25/26.
- 2.5 The College will soon welcome the Internal Auditors onsite to begin work on the Financial Sustainability Audit.

3. RISK TWO - FAILURE OF FINANCIAL CONTROLS

- 3.1. Inherent risk score remains at 15, inferring that the management of financial controls is being sufficiently monitored by the College. The post mitigation risk has increased to 15 from 10, although this score remains in amber status.
- 3.2. Progress is being made on the Finance Improvement plan that was discussed with the Board. Finance aims to deliver the completed plan to SLT in the coming weeks. The aim of this plan is to improve the day to day running of the department, which will have a positive impact on the financial controls.
- 3.3. It is recognised that new systems such as Itrent (Payroll System) and Unit-E (Student record systems) which will have financial interactions are not fully operational yet and so haven't allowed for the risk score to be lowered. These systems are nearing full implementation, and when complete financial controls will be strengthened, allowing for a subsequent decrease in the risk scoring.

4. RISK THREE - CREDIT TARGET

- 4.1. Inherent risk remains at 15, and the post mitigation risk score stays at 10.
- 4.2. At the point of review January recruitment appears to be robust and on-target to achieve full class groups where anticipated. Should this not maximise the credit target, additional recruitment will take place in February and March 2026. January recruitment is currently underway and looking positive.
- 4.3. Modern Apprenticeship (MA) monitoring continues, following the changes in the performance indicator (PI) from the previous risk review. Monthly finance and resources meetings continue to assure that all external contracts (including MA's) are closely monitored. If there is any risk emerging, there are changes made to support these contracts.

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

- 5.1. The risk scoring has been maintained at 6 for inherent risk, and 4 for post-mitigation risk respectively.
- 5.2. The College continues to be confident that its arrangements for legislation compliance means that it can record a lower risk score. The latest review has not flagged any concerns or requirement to change the inherent risk score or the post mitigation score.
- 5.3. The ownership of data protection has been transferred from MIS to Governance, and a sufficient handover was in place in the initial months of 2025/26 to ensure sufficient knowledge transfer for a successful transition.
- 5.4. Work is ongoing within the College to ensure legislation relating to each area is embedded through all policies. The project is being led by governance professional, but all heads of department will be accountable for their areas.

6. RISK FIVE - CAPITAL FUNDING REQUIREMENTS

- 6.1. The inherent risk score remains at 16. There has been no change to post-mitigation risk scoring of 12.
- 6.2. The College acknowledges that there is insufficient funding for capital and maintenance works and as the Campus continues to age, there is likely to be a higher demand for capital funding to support renovations.
- 6.3. Ongoing concerns have been voiced regarding the robustness of the existing cladding on the building and the issue with one of the lifts in the College, for which Scottish Funding Council SFC Emergency capital funding was rejected, will require an estimated capital outlay of circa £320k.
- 6.4. The college will react to the pending projects in view, in line with available budgets. Colleges Scotland indicated that there will be an additional £8m available to Scottish colleges from the 2026/27 indicative budget announcement.

7. RISK SIX – THERE IS A BREACH OF LEGISLATION AND ASSOCIATED REGULATIONS IN RESPECT OF HEALTH AND SAFETY

- 7.1. The inherent risk score remains at 15, with post mitigation risk increasing from a score of 10 to a score of 15, although this remains in amber status.
- 7.2. The Health & Safety role had been filled, and steady progress was being made in the area, however the postholder has since relocated to another role within the College. It is recognised that current Health & Safety vacancy is considered a priority. There is continued support in this area from the Facilities department towards the People Services department where this role now sits, as well as the previous postholder being on hand to assist with any new issues raised.
- 7.3. When the post is filled, staff resource will focus on working to capacity to get through policies and procedures updates as required. Regular Health & Safety Committee meetings continue to take place internally to ensure follow up and closure of key actions raised. Compliance with Health & Safety related audits and inspections is standard practice at the College.

8. RISK SEVEN – BUSINESS INTERRUPTION

- 8.1. Inherent risk score remains at 15 and post mitigation risk score stays constant at 12.
- 8.2. While the College recognises that it can react well to storms and unexpected Campus closures and staff can perform their duties remotely, it cannot evidence that it has robust procedures in place for longer term business continuity without the completion of training for a broader range and severity of incidents (e.g. fire, flood damage, cyber-attack).
- 8.3. Incident response training took place for the SLT in November 2025. There was then an incident during which the lift was out of operation, and this enabled a proper test of procedures. The incident exposed some actions that needed to be addressed which are in progress however the overall outcome from the incident was that it was handled well.
- 8.4. The Business Continuity documentation has been updated and the audit for the area will take place in March 2026.

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

- 9.1. The risk scoring has been maintained at 6 (inherent risk) and 3 (post-mitigation risk) respectively.
- 9.2. As per last quarter, the College is aware that to keep this area in green status, completion of the audit recommendation for incident response for SLT and continual staff training will need to be maintained. The first step was undertaken with internal training taking place in November 2025. Externally led training will follow in March 2026.
- 9.3. Improvements to the cyber security platform continue and the Board will have sight of the next cyber bi-annual report in May which should also show key progress

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

- 10.1. The inherent risk score is 12, whilst the post-mitigation risk has remained at 4.
- 10.2. The restructure within the Quality department, coupled with 'quality' now being formally embedded within the Curriculum Manager role, helps to mitigate against this risk going forward.

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

- 11.1. The risk scores remain the same, with inherent risk at 16 and post-mitigation risk of 8.
- 11.2. As previously advised, the People Service Advisor role has been changed. Now each department will have their own dedicated Advisor in a business partnering model, which should also enhance the employee journey.
- 11.3. The college continues to review staff policies and procedures in line with priorities agreed with People and Culture Committee (PAC), employment law changes and NJNC agreements. New policies currently under review by PAC include Employee Learning and Development, Staff Recruitment and Employee Transition and Departure. These are new policies for the college and once implemented will provide clear frameworks to managers and employees to support consistent approaches to an effective employee journey.
- 11.4. The team are participating in internal training on the new people services system, with new modules to be rolled out including career reviews and recruitment. Guides will be available to all staff, and the PS team is developing a skills base to be able to respond to employee queries on the new system.

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

- 12.1. There has been no change to risk scorings, with inherent risk at 9 and post-mitigation risk remaining at 3.
- 12.2. As advised previously, this is a positive area for the College. Student and Staff wellbeing and safety continues to be of utmost importance. Policies and procedures are well embedded.
- 12.3. The College remains up to date with new legislation, such as Martyn's law, and recruitment of security guards on Campus is progressing as a further mitigation against this risk.
- 12.4. The College have gone through a positive Student Association audit report, receiving a grading of Good, alongside several key strengths. Work was undertaken on the Emily Charter with positive results. The College has successfully retained the GBV Charter for Colleges and Universities following the Annual Review process. Emily Test GBV Risk Assessment training being delivered to the College's Safeguarding Network in February 2026.

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

- 13.1. There has been no change to the inherent risk scoring (staying at 8) or to the post-mitigation risk remaining at 4.
- 13.2. Mitigations include the restructure of Extended Learning Support (ELS) at the College which will further support the student experience when postholders are appointed.
- 13.3. Curriculum planning meetings have also taken place across all areas. These have been supported by stakeholder engagement and a focus on future skills requirements. The plan is deemed to support students on a more progressive pathway through their further education into employment or further studies.

- 13.4. Preliminary Student Association audit has taken place, with a 'good' grading noted by Internal Audit. Work has been undertaken on the Emily Charter, in which the Annual Review was complimentary of the College's approach.
- 13.5. The College's Data and Report Plan include requests for tracked College Leaver Destinations in all 4 key modes of delivery, and a dashboard publicising and capturing the most recent SFC verified data.
- 13.6. The Principalship and QLTI are exploring the viability of reinstating Student Question Time prior to Spring Break.

14. RISK THIRTEEN - FAILURE OF CORPORATE GOVERNANCE

- 14.1. The inherent risk remains at 12, and the post mitigation score stays at 6.
- 14.2. The Board continue to actively recruit dynamic members to enhance the membership.
- 14.3. Training and Induction of new Board members regularly occurs, with the support of the Governance Professional and College Development Network.
- 14.4. The External Effectiveness Review conducted during 2025 also demonstrated the robust governance in place at the College.

15. RISK FOURTEEN – ADVERSE REPUTATIONAL RISK

- 15.1. There has been no change to risk scorings, with inherent risk at 12 and post-mitigation risk remaining at 9.
- 15.2. The employment tribunal concluded in December 2024 with the result going in favour of the College. However, the College remains vigilant to a 3(10)-ruling lodged by the appellant and so makes no change to its risk scorings in this period.
- 15.3. New Board member inductions are ongoing and follow a robust programme. The recruitment of new members also follows a rigorous process.
- 15.4. The College's Principal and Governance Professional are both members of the Good Governance Steering Group.
- 15.5. The Senior Leadership Team is currently developing a management training program with Colleges Development Network. There is an ongoing focus on progressing the positive view of the college throughout the campus, and the local community.

16. RISK FIFTEEN – THE MEETING OF NET ZERO SUSTAINABILITY PRIORITIES

- 16.1. The inherent risk scoring has been maintained at 9, with post-mitigation risk remaining at 6. It will be increasingly difficult for the College to drive forward with larger capital investments to support net zero if funding is not available.
- 16.2. The College, through its Climate Change Action Team, continues to demonstrate a healthy engagement with all internal and external requirements in respect of environmental sustainability. The College recently attended a Teams call in November 2025 with South Lanarkshire Council to discuss potential for District Heating Networks in East Kilbride.
- 16.3. The new Sustainability Officer has been appointed and has met with the Sustainability Leads to assist in driving the college to meet carbon targets.

16.4. However, Colleges Scotland advised the sector that the Government has cut funding from £800mm to £400mm.

16.5. The college is developing a partnership with Climate Action Strathaven for a minibus service, which is already proving to be of benefit to the students.

17. CYBER RISK REGISTER

17.1. There are no new updates to the Cyber Risk Register items in this quarter.

17.2. There are no changes to the scoring in this risk register.

18. DATA PROTECTION ICO ACCOUNTABILITY TRACKER

18.1. There are no new updates with regards to Data protection monitoring and compliance in the quarter.

19. EQUALITIES

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

20. RISK AND ASSURANCE

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

21. RECOMMENDATIONS

21.1. Members are recommended to:

21.1.1 review and approve the strategic risk analysis contained in the College's Strategic Risk Register and the commentary therein; and

21.1.2 note 2 amendments to risk scoring since December 2025 in respect of financial controls and health & safety legislation.

APPENDICES

Document 08.2 The College's Strategic Risk Register

Document 08.3 SLC Cyber Risk Register

Document 08.4 SLC Data Protection ICO Accountability Tracker

BOARD OF MANAGEMENT MEETING

DATE:	17 March 2026
AGENDA REF:	19
TITLE OF REPORT:	Governance Rolling Review
AUTHOR AND CONTACT DETAILS	Vari Anderson vari.anderson@slc.ac.uk
PURPOSE:	To update the Board on the most up-to-date Rolling Review document and the updates made thereto.
KEY RECOMMENDATIONS/ DECISIONS:	The Board is recommended to: <ul style="list-style-type: none"> • Note that the Rolling Review is a dynamic document and is therefore always a work in progress and comment as appropriate on the latest version, as attached. • Note the updates provided on the latest document
RISK	<ul style="list-style-type: none"> • Governance is recognised as a potential strategic management risk and appropriate mitigating actions such as maintaining a dynamic Rolling Review is fully consistent with best practice.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY	<ul style="list-style-type: none"> • This report sets out the latest version of the Rolling Governance Review for information and comment. • It focuses on the principles of good governance with subheadings of importance relating to each principle. • It also includes key policies and governance documents which the College is required to keep under review.

1. INTRODUCTION

1.1 This paper sets out the latest version of the Rolling Governance Review.

2. BACKGROUND

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

3. GOVERNANCE ROLLING REVIEW

3.1 The principles of good governance are:

- Leadership and Strategy
- Quality of the Student Experience
- Accountability
- Effectiveness
- Relationships and Collaboration

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

3.3 The Rolling Review now provides visible audit evidence of the role of the Board in monitoring key Policies and key Governance documents such as the Scheme of Delegation, the Committee Terms of Reference and Standing Orders – all of which the College is obligated to keep under review. The review dates of key policies and procedures has been updated following the discovery that several policies had surpassed the recommended review date. Any policies in this category are in the process of being updated.

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

3.5 Since the previous rolling review document was presented in November 2025, one amber item has been amended to green (1.1 Training in new Code of Good Governance) to reflect the work in this area during inductions and the recent refresher training provided by CDN.

3.6 Work is ongoing by the Senior Leadership Team and Governance Professional to ensure that all key policies and procedures are up-to-date and available on both the staff intranet and external website.

4 RISK

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

5 EQUALITIES

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

6 RECOMMENDATIONS

6.1 The Board is recommended to:

- 6.1.1 Note that the Rolling Review is a dynamic document and is therefore always a work in progress and comment as appropriate on the latest version, as attached.
- 6.1.2 Note the updates provided on the latest document.

ROLLING GOVERNANCE REVIEW DRAFT

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

Development Categories	Issue	Action	By Whom and When	Status and Progress Update as at Jan 2026
Leadership & Strategy	1.1 Conduct in Public Life	Training in New Code of Governance to be provided	Governance Professional January 2023 already completed but Governance Professional to ensure that CDN online training completed	All Board Members should engage with the online training pack now available via CDN as part of ongoing training. All Board Members receive a comprehensive induction advising on the Code. Gordon Hunt (CDN) attending the Board Training Day on 18 November 2025 for refresher training. Governance Professional encourages all board members to complete the CDN online training course and promotes other governance courses. (Green)
	1.2 Vision & Strategy	Involve Trade Unions (TUs) on Board	Governance Professional	November 2025 No update however it has been confirmed that not having a TU representative is not considered a breach of legislation. January 2026 There is an indication from the Unison Regional Organiser that a new Unison representative may be appointed shortly. (Amber)
	1.3 Performance	Refresh paperwork for self-assessment and evaluation and plan for externally	Governance Professional	July 2025 GP refreshed all self-assessment paperwork and has introduced induction/leavers surveys to ensure the Board is fully evaluated. November 2025

		facilitated self-assessment review		The externally facilitated review report was published on 30 September 2025. (Green)
	1.4 Corporate Social Responsibility	Improve dialogue & communication with all stakeholders	Principal / Chair March 2024	The stakeholder letter has now recommenced. January 2026 A revamped newsletter is being worked on. (Amber)
		Board member involvement in the understanding of learning, teaching and assessment and work of the College. Subject to agreement with teaching staff.	Principal / Vice Principal for Learning and Teaching and the Student Experience.	This is to provide an opportunity for Board members to engage with staff and students. They may do this by: <ul style="list-style-type: none"> • Speaking with curriculum managers or support managers; • Informally (and with agreement and notification) pop into classrooms to speak to lecturers and students where appropriate. • Attending (with prior agreement) team meetings. In Committee it was recommended that the Board be represented at staff events, where appropriate. GP sends out campus events to board members. (Green)
2 Quality of Student Experience	2.1 Relevant High-Quality Learning which meets local, regional and national skills needs.	Board members through strategic planning days to undertake a curriculum review.	Principal and Vice Principal for the Student Experience and Innovation Ongoing	At the April Planning Day members participated in a skills planning workshop, with external input. The Board have been kept updated on the restructure. January 2026 Curriculum Plan has been reworked to ensure it is efficient, and the new Curriculum Management Team are working on a three-year curriculum plan. (Green)

	2.2 Student and Engagement and Quality Monitoring & Oversight	Work with the Student Association (SA) and Class Reps to improve Quality Monitoring feedback. Identify mechanisms for recognising and rewarding input of student body to support quality	Vice Principal of Student Experience and Innovation Ongoing	<p>Reinstate the Student Question Time event with Board members attending, where appropriate. Also, through the Board Member Conversations as outlined in 1.4 give members an opportunity to engage with students.</p> <p>The Learning, Teaching and Student Experience Committee oversees progress of the Quality Enhancement Plan presented.</p> <p>Where possible the College would welcome more Board member involvement, and there has been a “Dragons Den” initiative which has been successful.</p> <p>January 2026 Student Question Time being arranged in for March 26.</p> <p>(Amber)</p>
3 Accountability	3.1 Accountability & Delegation	Involve staff in discussions on facing challenge	Principal and VP for Finance, Resources and Sustainability	<p>All staff receive a key message update after every Board meeting.</p> <p>November 2025 SLT and middle managers attended a session with Professor Joe Little which discussed challenges faced by the college sector.</p> <p>(Green)</p>
	3.2 Risk Management	Connect risk appetite to risk register	Vice Principal Finance, Resources and Sustainability	<p>January 2026 Risk appetite is now connected to the risk register, with assurance mapping added to each risk in November 2025. Subject to ongoing review</p> <p>(Amber)</p>
		Consideration of a Risk Assurance Diagnostic Tool	Principal and VP for Finance, Resources and Sustainability	<p>November 2025 Chair of Board, ARC, Exec Team met with Emma Tilley in early November to discuss how Henderson Loggie can support the Board on risk management through an exercise that asks Board members to rate their confidence in the College’s ability to</p>

				monitor and mitigate each risk. Concluded that an internal audit of the Risk Register may give Board members assurances but may consider this more detailed exercise in the future. (Amber)
	3.3 Audit Committee	Membership to be adjusted in line with New Code	Governance Professional	October 2025 Membership was refreshed for the first committee cycle of the academic year. Gordon Hunt from CDN attended the meeting to deliver a presentation outlining the responsibilities of Audit and Risk Committee members. (Green)
	3.4 Remuneration Committee	Terms of reference to be revisited.	Governance Professional & Chair	Implemented and updated October 2025. (Green)
	3.5 Financial & Institutional Sustainability	Identify opportunities and address challenges in context of “flat cash” settlement.	Principal and Vice Principals Ongoing	October 2025 Work is ongoing in this area. The VP for Student Experience and Innovation has been conducting various partnership meetings over the past few weeks. (Amber) January 2026 Indicative announcement from Scottish Government announced on 10% increased investment in College Sector, expected to lead to a 2-3% core funding increase for 2026/27. Exec Team engaging in sector wide meetings to discuss likely funding and its implications for 2026/27.
Explore options for best use of resources to generate income.				
Explore options for 3 rd sector partnerships.				
	3.6 Staff Governance	Facilitate regular opportunities for Board members to engage with staff and staff representatives	Principal & Governance Professional [Ongoing]	Governance Professional advises Board Members of campus events which they can attend to engage with staff. Such as ‘Pastries with a Purpose’ and CLIC events. October 2025

				<p>The Staff Newsletter is running a 'Spotlight on..' session to introduce the Board to staff and welcomes introductions.</p> <p>January 2026 Feedback has been positive from staff regarding the 'Spotlight' section. The Governance Professional encourages more Board Members to get involved. (Green)</p>
		Improve information flow to appointed staff representatives	Principal & Governance Professional	<p>Minutes are published in a timely manner on the website and 'key messages' are communicated to all staff through the staffing Teams channel. (Green)</p>
		Involve appropriately skilled staff by way of attendance at Committee Meetings and also participation in Strategy and Training days	Principal & Governance Professional	<p>Members of SLT attend to present papers at meetings. More support staff to be encouraged to attend meetings, for example, HR Committee to be attended by HR staff, Facilities staff etc.</p> <p>October 2025 Staff across curriculum/professional services have been encouraged to attend meetings to do deep dives into certain areas and contribute to conversations. (Green)</p>
4.1 Effectiveness	4.2 Board Chair	Plan for appointment of new Chair in 2024	Principal & Governance Professional	<p>Implemented (Green)</p>
			June 2024	
	4.3 Senior Independent Member	Refresh Training & Support	Governance Professional	<p>A new SIM has been appointed. CDN guidance and online training course has been sent to SIM and will be fully supported by the Governance Professional. (Green)</p>
	4.5 Board Members	Identify Training needs	Governance Professional	<p>November 2025 Skills matrix has been completed and GP continues to advise Board Members of training opportunities.</p>

			November 2025	<p>Gordon Hunt from CDN attended the first ARC of the academic session and presented at the Board Training Day in November.</p> <p>January 2026 Four new Board Members have been appointed since September 2025. Three inductions have been carried out with one still to be arranged. (Amber)</p>
	4.6 Principal & Chief Executive	Set objectives and identify any training needs.	Chair June 2025	<p>October 2025 The Chair and Vice Chair have an action from the remuneration committee to set objectives for year 2025/26. (Amber)</p>
	4.7 Governance Professional	Recruit new postholder	Board	Implemented. (Green)
		Agree overarching policy on resolving issues around grievance, breach of contract and conflict of interest	Governance Professional / Human Resources Director	The new Chairs' Committee remit now provides a suitable mechanism. (Green)
	4.8 Appointment Induction & Training	New processes in anticipation of TU membership	Governance Professional	<p>SLC has had TU observers at Committees and Board for several months. Formal induction has now taken place.</p> <p>(Green)</p>
	4.9 Board Evaluation	Revisit and refresh process and procedure	Governance Professional [Ongoing]	<p>External Effectiveness Review was positive in respect of our process and procedure. The GP will continue to revisit and refresh processes, as appropriate. (Amber)</p>

5 Relationships & Collaboration	5.1 Partnership Working	Build Collaborative initiatives with Regional Partner	Governance Professional and Principal	<p>July 2025 Principal is now the Chair of the College Partnership West group and attends Skills Led Regional Planning sessions.</p> <p>Quarterly meetings are held with South Lanarkshire Council relating to collaboration. SLC attended the Board Training Day in November to discuss opportunities. (Amber)</p>
		Community Development	Principal and Vice Principal for Learning Teaching and the Student Experience. [Ongoing]	Ongoing. (Amber)
6 Other	6.1 Equalities	Equalities Awareness Training	Governance Professional Ongoing Training	<p>A dedicated training session has already been provided by the former Governance Professional and is available on the Board Portal, but a refresher might usefully be considered at some future point. The Board manual now includes a briefing on this topic. (Green)</p>
	6.2 Student Association Support & Recognition	Student Awards Funding	Management Ongoing Support	<p>Senior staff are already supporting the SA in seeking funding from the Educational Foundation but further mechanisms for rewarding student effort are being considered. (Amber)</p>

Schedule of Key Policies & Procedures		
Policy	Date	Due for review
Anti Bribery Policy	September 2024	September 2027
Dignity at work	July 2023	No Date – in process of being updated
Disciplinary Policy & Procedure	July 2023	June 2024 – in process of being updated
E Signature Policy	June 2024	May 2026
Equality Policy	Nov 2023	No Date – in process of being updated
Fee Waiver Policy	July 2023	July 2026
Fees Policy	June 2024	May 2026
Finance Regulations	June 2024	June 2026
Fraud & Anti Corruption Policy	June 2024	May 2027
Grievance Policy & Procedure	July 2023	November 2027
Lettings Policy	September 2024	September 2027
Procurement Policy	June 2024	April 2026
Safeguarding Policy	June 2024	August 2027
Staff Code of Conduct	Oct 2023	March 2026
Student Discipline Policy & Procedure	April 2023	August 2026
Whistleblowing Policy	July 2023	November 2030
<i>Note that this element of the Rolling Review is under ongoing review and further policies may be added at request of Committees</i>		

Schedule of Governance Documentation for Ongoing Review		
Code of Conduct	Reviewed as required by Standards Commission	Up to date
Committee Remits	For review four yearly or as required	Last review 2025
Scheme of Delegation	Ditto	Last review 2025
Standing Orders	Ditto	Last review 2024
Code of Good Governance	Current edition 2024	Adopted



BOARD OF MANAGEMENT

DATE:	17 March 2026
TITLE OF REPORT:	Approvals December - March 2025
AGENDA ITEM:	20
AUTHOR AND CONTACT DETAILS	Vari Anderson, Governance Professional Vari.anderson@slc.ac.uk
PURPOSE:	To note the electronic approvals granted by the Board from September – December 2025.
KEY RECOMMENDATIONS/ DECISIONS:	The Board is asked to: <ul style="list-style-type: none"> • Note the Board’s approval of the pilot of LapSafe • Note the Board’s approval of two new policies: Employee Transition and Departure Policy and the Staff Recruitment Policy
RISK	That decisions made outside the formal Board and Committee cycle may not be perceived as transparent.
SUMMARY OF REPORT	<ul style="list-style-type: none"> • Notes the Board’s approval of the pilot of LapSafe • Notes the Board’s approval of two new policies: Employee Transition and Departure Policy and the Staff Recruitment Policy

1. INTRODUCTION

- 1.1 This report provides a formal record of the approvals granted by the Board between December 2025 – March 2026.
- 1.2 During this period, the Board considered two matters via e-mail correspondence:
 - 1.2.1 A request to Purchase Lapsafe Lockers
 - 1.2.2 The approval of two new policies: The Employee Transition and Departure Policy and the Staff Recruitment Policy.

2 BACKGROUND AND APPROVAL PROCESS

Request to Purchase LapSafe Lockers

- 2.1 Issuing and loaning of laptops to students is a critical part of a student's learning experience. It is also a one of the main issues and causes of dissatisfaction for students who cannot loan a laptop to complete their studies.
- 2.2 The College proposed a pilot installation using 300 library laptops for use within the LapSafe Diplomat PRO lockers, noting the proposal aligns strongly with the College's 2030 Strategy of supporting our vision to inspire and transform lives through inclusive, innovative, and sustainable education.
- 2.3 Delivery of the project would be via the APUC Scottish Procurement Mobile Client Device Framework Contract ref SP-19-020 framework which is a single supplier framework: HP (LapSafe).
- 2.4 The total estimated cost for the project is £370,000 with the current estimated cost for the initial pilot being £170,565 (noting costing may differ once the supplier has engaged formally with the College via its procurement process).
- 2.5 On 1 December 2025, the Governance Professional emailed the Board to provide the background and bid information and to request Board approval.
- 2.6 The Board provided feedback and insight on the proposal and whilst no absolute consensus emerged from the feedback, there was a general recognition that the case was well intentioned and had potential merit albeit the scale of investment was deemed disproportionate to the trial nature of the proposal.
- 2.7 On 24 February 2026, the Chair of the Board of Management, proposed that the College management team proceed with the pilot phase only, delivered within the delegated budget allowance, and return to the Board with the results of the pilot prior to any further spend being approved. The Board were asked to respond by 27 February 2026 with any strong objections to this course of action.
- 2.8 On 3 March 2026, it was confirmed that no objections to the Chair's proposal were received and approval was granted for the pilot only.

Approval of the Employee Transition and Departure Policy and Staff Recruitment Policy

- 2.9 The Employee Transition and Departure Policy and the Staff Recruitment Policy were presented at the People and Culture Committee on 27 November 2025.
- 2.10 The People and Culture Committee proposed several amendments to the policies prior to their submission for Board approval. However, due to the tight timescales for issuing Board papers and staff absence, the policies were not ready for consideration at the Board meeting on 9 December 2025.

2.11 The Governance Professional wrote to the Board on 21 January 2026, seeking approval of the amended policies.

Approval	Refusal	No Vote
Laura Wright		Jack Whyte
Scott Coutts		Heather Meighan
John Brown		Heather Anderson
Jo Gill		
Peter Sweeney		
Jacqueline Morrison		
Chris Sumner		
Stella McManus		
Doug Morwood		
Anna Stoll		
Kirsty Pinnell		
Tarryn Robertson		
Douglas Morrison		
Scott Gray		
Catriona Blacker		
Odira Atueyi		

3 EQUALITIES

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

4 RISK

4.1 That decisions made outside the formal Board and Committee cycle may not be perceived as transparent.

5 RECOMMENDATIONS

5.1 The Board is asked to:

5.1.1 Note the Board's approval of the pilot of LapSafe

5.1.2 Note the Board's approval of two new policies: Employee Transition and Departure Policy and the Staff Recruitment Policy

BOARD OF MANAGEMENT MEETING

DATE	17 March 2026
TITLE OF REPORT	EIS-FELA Update Report
REFERENCE	21
AUTHOR AND CONTACT DETAILS	Cheryl Robertson (Branch Secretary) Scott Gray (Branch Convenor)
PURPOSE:	To provide an overview of EIS-FELA's South Lanarkshire College branch focuses, initiatives and concerns
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • Note the current work being discussed by the EIS-FELA sub-committees
EQUALITIES	There are no adverse implications for equalities identified within the attached report.
RISK	EIS FELA and South Lanarkshire College are committed to promoting positive employee relations and ensuring effective partnership between EIS FELA and management. Failure to do so could result in: <ul style="list-style-type: none"> • Increased Industrial Relation Issues • Recruitment and Retention Challenges • Non-Compliance with National Bargaining and Equality Duties
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The EIS FELA Branch held its Annual General Meeting on 27 January 2026 • Branch officials were nominated, positions broadly remain unchanged except for two roles • The Branch Committee met and discussed: <ul style="list-style-type: none"> - Pension contributions - Sub-Committee Membership - EIS FELA Annual Conference - Additional Branch Meetings - Further Education Parliamentary Reception - EIS FELA report - EIS pay claim

1. INTRODUCTION

1.1 The purpose of this paper is to provide an overview of the most recent round of EIS FELA branch meetings, Committee meetings and sub-Committee meetings.

2. BACKGROUND

2.1 The South Lanarkshire College EIS FELA branch represents and acts as the collective voice for lecturing staff. It is made up of approx. 150 members who elect representatives annually at a January AGM.

2.2 The branch committee is represented by the branch and currently consists of 20 members.

2.3 Given that the branch committee is large, in comparison to others in the sector, the decision was recently taken to establish Sub-Committees. The sub-committees meet between branch committee sessions and maintain focus on key areas. The current sub-committees are: Equalities, Health and Safety, Learning and Teaching, Well-being, and Social.

2.4 The South Lanarkshire College branch are keen to engage with the Board, recognising that many issues are shared both locally and across the sector, particularly noting the issues around funding settlements for the FE sector and the changing learner needs.

3. BRANCH UPDATES

3.1 The branch held its 2026 Annual General Meeting on 27 January 2026, during which officials were nominated for the year ahead.

3.2 Branch official positions remain largely unchanged, with two exceptions: Ryan Anderson has been confirmed as Learning and Teaching Representative, having previously carried out the role on an interim basis, and Claire Devenney has been elected as Equalities Representative for the first time.

4. COMMITTEE UPDATE

4.1 The Branch Committee met and discussed the following:

4.1.1 It was noted that the pension contributions resolution is underway however not yet concluded. The Committee advised that this is a key issue for its members and will remain a standing agenda item at the Joint Negotiating Committee (JNC) until resolved. It being noted that the representatives will provide members with an update at the next full branch meeting.

4.1.2 Given the recent introduction of sub-committees, members have been invited to indicate their preferred area of involvement.

4.1.3 The branch representatives will attend the EIS FELA Annual Conference on 20 March 2026.

4.1.4 The Committee has scheduled two additional full branch meetings, with further meetings to be arranged on an ad-hoc basis. The next full branch meeting is planned for May.

4.1.5 The Branch was represented at the recent EIS FELA *Fighting for the Future FE* Reception at the Scottish Parliament. This was an excellent opportunity

for FE representatives to engage with minister and highlight ongoing funding challenges within the sector. More information about the Reception can be found [here](#).

4.1.6 The [EIS FELA report](#) was circulated to the Committee.

4.1.7 The [EIS pay claim](#) was discussed.

5. EQUALITIES

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

6. RISK AND ASSURANCES

6.1 EIS FELA and South Lanarkshire College are committed to promoting positive employee relations and ensuring effective partnership between EIS FELA and management. Failure to do so could result in:

6.1.1 Increased Industrial Relations Issues.

6.1.2 Recruitment and Retention Challenges.

6.1.3 Non-Compliance with National Bargaining and Equality Duties

7. RECOMMENDATIONS

7.1 Members are recommended to:

7.1.1. Note the information contained within the report.

7.1.2 Where appropriate, contact branch officials to offer support and/or feedback in respect of any of the information provided within this report.