BOARD OF MANAGEMENT			
There will be a meeting of the Board of Management on 16 June 2026 at 1730 hours via Microsoft Teams or in the Boardroom at South Lanarkshire College			
AGENDA			
Agenda Item	**Item**	**Paper (Yes or No)**	**Owner**
1	**Apologies for Absence** Heather Meighan	N	VA
2	**Declaration of any potential Conflicts of Interest in relation to any Agenda items**	N	All
3	**Minutes of Previous Meetings (17 Mar 2026)** Minutes of Board of Management	Y	DM
4	**Matters Arising from the Previous Meeting (17 Mar 2026)**	N	DM
	Matters for Approval		
5	Business Continuity Management (BCM) Policy – Remitted from ARC	Y	CS
6	Reserved Item: Commercially Sensitive in Draft Form Draft Budget 2026-27 (including Final Funding Allocation analysis) – Remitted from FRC	Y	EMcK
7	Reserved Item: Commercially Sensitive in Draft Form Draft Mid-Year Return (MYR) to Scottish Funding Council – Remitted from FRC	Y	EMcK
8	Procurement Policy and Procedure Review – Feb 2026 – Remitted from FRC	Y	EMcK
9	Procurement Strategy – Remitted from FRC	Y	EMcK
10	Estates and Infrastructure Approach – Remitted from FRC	Y	EMcK
11	Environmental Sustainability Policy – Remitted from FRC	Y	OO
	Matters for Discussion		
12	Students' Association Report – Considered by LTSE	Y	CB
13	Chair's Update	Y	DM
14	Principal's Update	Y	SMcM
15	Reserved Item: Commercially Sensitive Scottish Funding Council Confirmed Performance Indicators 2024-25	Y	SP
	Matters for Noting / Information (No overviews required – questions invited)		
16	Risk Register Update – Considered by ARC 16.1 Commentary on SLC Strategic Risk Register 16.2 Strategic Risk Register	Y	EMcK
17	Reserved Item: Commercially Sensitive Key Performance Indicators and Strategic Dashboard Update	Y	SMcM
18	Governance Rolling Review – Considered by ARC	Y	VA
19	Board Approvals Paper April – June 2026	Y	VA
20	EIS-FELA Verbal Update	N	SG
	Committee Updates		
21	Reports by Chairs of Committees 21.1 Audit and Risk (ARC)		

	21.2 Learning, Teaching and Student Experience (LTSE) 21.3 Finance and Resources (FRC) 21.4 People and Culture (PAC)		
	Summation of Actions and Date of Next Meeting (TBA)	N	VA
	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
GMcI	Gary McIntosh	Head of People Services
KN	Kerry Nelson	Audit Scotland
SP	Shona Pettigrew	Vice Principal - Student Experience and Innovation
VA	Vari Anderson	Governance Professional
WMacL	Wilma MacLeod	Head of Curriculum
DA	David Archibald	Henderson Loggie

BOARD OF MANAGEMENT	
Draft Minutes 17 March 2026	
Board of Management Meeting on 17 March 2026 at 1730 hours via Microsoft Teams and in the Boardroom at South Lanarkshire College	
Present **Douglas Morrison (Chair)** Stella McManus Peter Sweeney Scott Coutts Scott Gray Jacqueline Morrison Tarryn Robertson (online) Jo Gill (from 1738) Odira Atueyi Kirsty Pinnell (online) Chris Sumner John Brown Doug Morwood (online) Catriona Blacker Heather Anderson Heather Meighan	**In Attendance** Elaine McKechnie Shona Pettigrew Paddy Feechan Guest: Gavin Donoghue, CEO Colleges Scotland (online 1730-1808)
Vari Anderson (Governance Professional) Christine Clark (Executive and Governance Administrator)	

Minutes	
Agenda Item	**Item**
	The Chair welcomed all to the meeting, including GD (guest), and extended thanks for agenda contributions and attendance this evening. The Chair noted and expressed congratulations to LW, who gave birth to baby Max last week.
1	**Apologies for Absence** Jack Whyte (Declined invite) Anna Stoll Laura Wright (Maternity Leave)
2	**Declaration of any potential Conflicts of Interest in relation to any Agenda items** None noted.
3	**Minutes of Previous Meetings – 09 December 2025** **Approved** as an accurate record.
4	**Matters Arising from the Previous Meeting (09 December 2025)**

	Item 7 (Employee Learning and Development Policy) – People and Culture Committee to discuss career reviews further. **Ongoing** due to the Executive Lead being unavailable. Next PAC meeting – May 2026. Item 11 (Scheme of Delegation) – Query raised regarding 'borrowing money' and update to numbering. **Complete.** Item 17 (Risk Registers) – ARC to consider changes to Risk Register including the number and impacts of risks including engagement with stakeholders. **Complete.** Item 18 (DMorr and VA to write to Unison regarding appointment of TU representative). This was not taken forward as SMcM met with Unison following the Board meeting and was advised that Unison were in the process of trying to appoint a representative. In addition, discussions at national level have confirmed that we are not in breach of legislation by not having a support staff representative, and the matter continues to be considered by the Good Governance Steering Group. **Ongoing:** Due to passing of sufficient time, verbal assurances being given and the aspiration for the matter to be resolved, DMorr/VA will contact Unison for an update.
	External Presentation
5	**Colleges Scotland – Member Benefits Information** GD screen shared slides (as previously circulated to Board members). The Board noted the detail of the Scottish Government's budget, including a further £1.75 million uplift which has still to be allocated, and an increase in RISE funding to £9 million (previously £8 million). Further information on the implementation of these allocations will be provided by the Scottish Government in due course. Questions were invited and discussion included annual allocations; Steering Group discussions between Vice Principals and Scottish Government; SFC allocation data; RISE funding priorities; and the Scottish Government and SFC method for allocation of funding being underway. Reference was made to the First Minister's speech during September 2025 including a college focus. The Chair extended thanks for working collegiately, commitment around apprenticeship rates within the sector, the paradigm shifts in narrative around more autonomy as opposed to giving more money during GD's first year in his CEO role and taking time to attend this Board meeting.
	Matters for Approval (Items 6-10 no overview required as considered at previous Committee meetings)
6	Legal Claim – Remitted from ARC The Committee considered, fully discussed and **approved** the paper and remitted to the Scottish Funding Council for consideration. The details could not be published due to being commercially sensitive.
7	**Finance Strategy – Remitted from ARC**

	The Board considered Papers 7 and 8 together, noting that both had previously been reviewed by the Finance and Resources Committee. The Board acknowledged the change in wording around growth and **approved** the Finance Strategy.
8	**Financial Sustainability Policy – Remitted from FRC** The Board noted the paper and the addition of the definition around resilience and approved the Financial Sustainability Policy. Following discussion, regarding business growth and networking opportunities the Board agreed that it would be beneficial to host a Board Development Day around these topics. ACTION: Items 7 and 8 – Board Development Day suggested to focus on business growth and networking opportunities.
9	**Debt Management Policy – Remitted from FRC** The Board noted and **approved** the Policy with no objections raised.
10	**Finance Regulations – Remitted from FRC** The Board noted and **approved** the Policy with no objections raised.
11	**Co-option of Finance and Resources Committee (FRC) member** The Board noted and approved the co-option of Jamie McCrindle to the Finance and Resources Committee. The Board also acknowledged that, although it has now reached its full complement of non-executive members, there remains the ability to co-opt additional members to Committees when specific expertise is required. It was further noted that several applications for Board positions have been received, which may support the development of a pool of potential candidates for future vacancies.
12	**Lift Capital Expenditure Approval** The Board of Management noted, since the circulation of the paper, an offer has been received from the Scottish Funding Council (£320k) to cover the lift repair/replacement expenditure. Consultation meetings have taken place with engineers, and the tender process has commenced. Should more funds be required via CAPEX, a Round Robin notification will be circulated. The Board will be kept updated on the progress. The Board noted the SFC funding is required to have been spent, or at least committed, by end July 2026. The Board acknowledged a recent meeting including JB who has provided excellent support and advice. [JB extended his thanks for the recent tour of the College by J Jamieson, and an invitation was extended out to all Board members who may wish a refresh tour of the college].

	The Board noted nine colleges have benefitted from SFC offers (including our £320k allocation) and **approved** the request to proceed.
	Matters for Discussion
13	**Student Association Report** The Board noted the report, acknowledging the outstanding audit rating and the ongoing input by CB, JW and wider student association team. The Board also noted the ESOL/Council matter is now resolved. Thanks were extended for the lead on the shuttle bus service.
14	**Chair's Update** The Board noted the paper, acknowledging the slightly quieter quarter than previous periods, GDs comments around Scottish Government's sentiment of the college sector and positive conversations with some green shoot examples in sight. The Chair mentioned some challenging issues around Board responsiveness where approval, feedback, or support is required and suggested advising VA if unable to input to any requests to avoid delays.
15	**Principal's Update** The Board noted the update, particularly the college reform work, College Partnership West (CPW) meetings, SP's work on the local partnership innovation fund (joint £5m bid between 5 colleges), the Employer Workshop focus on getting students ready for the workplace. Reference made to the Scottish Knowledge Exchange Awards ceremony (19/03/26 at University of Stirling) where J Jamieson has been nominated for an award. ACTION: 'Future of the College Sector' document is to be considered at Committee level.
16	**Reserved Item: Commercially Sensitive** **South Lanarkshire Collaborative Opportunities** The Board considered and fully discussed the paper. The details could not be published due to being commercially sensitive. ACTION: VA to request Board links to industry and approves the Heads of Terms. [The Board supports further exploration of the East Kilbride Town Hall proposal and PS to mention at Foundation (ALF) meeting].
	Matters for Noting / Information (No overviews required – questions invited)
17 17.1 17.2	**Risk Register Update** **Strategic Risk Register** **Cyber Risk Register**

	The Board noted the papers as reviewed at recent Committee meetings. Two escalation updates were supplied around the health & safety issue previously discussed and finance controls via the internal audit. Discussion included Henderson Loggie risk update, post mitigation score and the Board agreed to re-engage a risk appetite session during a future Board planning/training session.
18	**Reserved Item: Commercially Sensitive** **Key Performance Indicators and Strategic Dashboard Update** The Board considered and fully discussed the paper, noting submission at recent Committee meetings, and commencement of Career Reviews. The details could not be published due to being commercially sensitive.
19	**Governance Rolling Review** The Board noted: • One amber item has been amended to green (1.1 Training in the new Code of Good Governance) to reflect the work in this area during inductions and the recent refresher training provided by CDN. • Work is ongoing in the policies and procedures to ensure that all policies are up-to-date and available on the staff intranet and external website. No questions were raised.
20	**Board Approvals Paper – Dec-Mar 2026** The Board noted the paper, which confirms approvals sent via round robin during December-March, as a complete paper trail. As an update, since the paper was created, Jack Whyte has also approved the People and Culture Committee Policies. No questions were raised.
21	**EIS-FELA Update** The Board acknowledged the update from EIS following elections and the open invitation for Board members to attend EIS-FELA Board and/or Committee meetings.
	Committee Updates
22 22.1 22.2 22.3 22.4	**Reports by Chairs of Committees** Audit and Risk (ARC). Learning Teaching and Student Experience (LTSE) Finance and Resources (FRC) People and Culture (PAC) The Chairs/Acting Chairs provided the Board with brief overviews, and the Chair of the Board of Management expressed his appreciation for those who stepped in to cover.

25	**Summation of Actions and Date of Next Meeting (16 June 2026)** **<u>Approvals</u>** • Item 6 – Legal Claim – Approved and Remitted to Scottish Funding Council for consideration. • Item 7 – Finance Strategy – Approved • Item 8 – Financial Sustainability Policy – Approved • Item 9 – Debt Management Policy - Approved • Item 10 – Finance Regulations – Approved • Item 11 – Co-Option Jamie McCrindle - Approved • Item 12 – Lift Capital Expenditure - Approved **<u>Actions</u>** • Follow Up Item - VA and DM to write to Unison regarding appointment of Support Staff TU Representative. • Item 7&8 – Board Development Day to focus on business growth and networking opportunities. • Item 15 – Future of the College Sector to be considered at Committee level. • Item 16 – VA to request Board links to industry and approves the Heads of Terms and notes the Boards support to further explore the East Kilbride Town Hall proposal. 21/4/26 Board Training Day – details to follow. 16/6/26 Next Board of Management meeting.
26	**Any Other Business** • HA noted the recent UK Ministerial announcement on Defence and potential opportunities which may arise from this. SM advised City of Glasgow and West Colleges include Defence in their curriculum. • DMorr advised of meetings over the last 8 months with a wide range of industry and public sector stakeholders. The Report is due to be launched on Thursday (19/03/26) with reference made to the Executive Summary thereof. Note JB is attending a session on rethink around skills and education within construction. Sector focussed reviews on funding and delivery are underway. • DMorr encouraged members to book in 1:1 sessions and confirmed the Board training session is scheduled for 21/04/26. Meeting closed 1935.

Key:

AS	Anna Stoll	Non-Executive Board Member
CB	Catriona Blacker	Executive Board Member and Student President
DM	**Douglas Morrison**	**Chair – Board of Management**
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~~GMcI~~	~~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

BOARD OF MANAGEMENT

DATE	16 June 2026
TITLE OF REPORT	SLC BCM Policy Statement and Strategy - May 26
REFERENCE	05.0
AUTHOR AND CONTACT DETAILS	Chris Sumner, Head of Digital chris.sumner@slc.ac.uk
PURPOSE:	This is an overarching policy statement and strategy for who the college plans to handle business interruption.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: • Note the contents of the document that were discussed at the recent Audit and Risk Committee on 19 May 2026; and • Approve the use of this policy statement and strategy
RISK	That there is business interruption due to major disaster, IT failure etc
RELEVANT STRATEGIC AIM:	• The Student Experience • Growth and Innovation • People and Culture • Sustainability
SUMMARY OF REPORT:	Following the internal audit on the college's Business Continuity Plan (BCP), it was recognised that there should be an overarching document to set out how the college will approach the loss of critical services in the event of an emergency or damaged to the building, services or infrastructure. This document is only the policy statement and strategy for the continuity of college operation and is underpinned by a number of documents already existing including the SLC business continuity plan and impact assessments.

SLC Business Continuity Management (BCM)

Policy Statement and Strategy

Version Number: 1.0

Document Information

Procedure Published/Created:	Apr 2026
Reviewed Date:	Apr 2026
Owner:	Head of Digital
Approved by:	TBC
Equality Impact Assessment:	Apr 2026
Next Review Date:	June 2027

Version History

Version Number	Date	Author	Rationale
1.0	21-Apr-2026	Head of Digital	Creation of Document

Quick Links

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

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Business Continuity Management Policy Statement

Business Continuity Management (BCM) is the framework for South Lanarkshire College to update, control and deploy an effective process to prepare for, respond to and recover from major disruptive events, which could detrimentally affect College operations.

The source of the disruption may be caused by internal events such as loss of key staff, loss of use of a building, or a technological systems failure, or, it might be caused by an external influence such as bad weather or a utility related incident.

South Lanarkshire College has the following BCM objectives:

1. To identify the major risk areas which could cause disruption to college business
2. To establish defined plans to respond to critical incidents that cause a major disruption
3. To establish BCM arrangements to respond to all identified risks
4. To conduct regular reviews, audits and table-top exercises of BCM plans, to ensure fit for purpose which lends itself to continuous improvement
5. To raise the profile of BCM within South Lanarkshire College, and raise awareness to staff of BCM plans currently in place
6. To work in partnership with other organisations to improve joint BCM planning, testing and review

Scope

BCM is a cross-functional, organisation-wide activity; consequently, the arrangements in this strategy apply to:

- All services within the College
- Every staff member
- All resources and business processes
- Suppliers, service partners and outsourced services

- Other relevant stakeholders (including but not limited to the Scottish Funding Council (SFC), Qualifications Scotland, Skills Development Scotland (SDS), South Lanarkshire Council)

This Strategy applies to all parts of the college as all service areas play a key role in maintaining business operation. Importantly, the requirement to plan applies to all services, particularly those identified as critical through the colleges business continuity methodology as agreed by the Senior Leadership Team.

BCM Framework

This Framework demonstrates how the College improves its resilience to major disruptions, so that key business systems and processes can be recovered, and business as usual restored as quickly as possible. The Framework identifies four steps to embedding the BCM framework and policy within the College which constitutes the BCM lifecycle:

Step 1 – Analyse the risks to major disruption of college business through risk and business impact assessments and identify recovery time objectives (RTOs) and recovery point objectives (RPOs) for identified critical services.
Step 2 – Design business continuity management plans (BCM plans) to respond to the major risks.
Step 3 – Implement BCM plans in response to critical and major incidents and regularly test and review BCM plans.
Step 4 – Validate BIAs and BCM Plans through evaluation and audit of real incidents, tests and reviews to ensure continuous improvement.

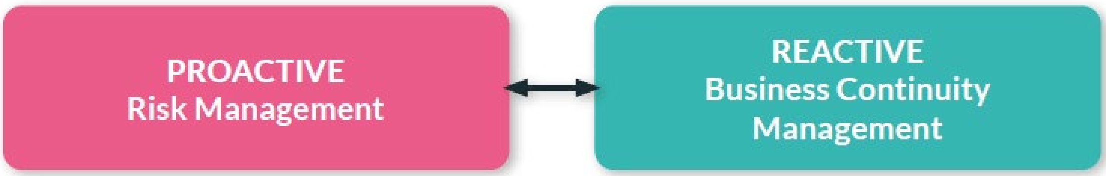
The implementation of the BCM framework and policy is overseen by good policy and programme management through the College's Senior Leadership Team (SLT).

BCM and Risk Management

The College's approach to BCM has a close relationship with the approach to risk management, and follows a similar methodology, focusing on prevention, preparedness, response, and recovery. It is important to note that whilst similar, the two approaches are quite distinct.

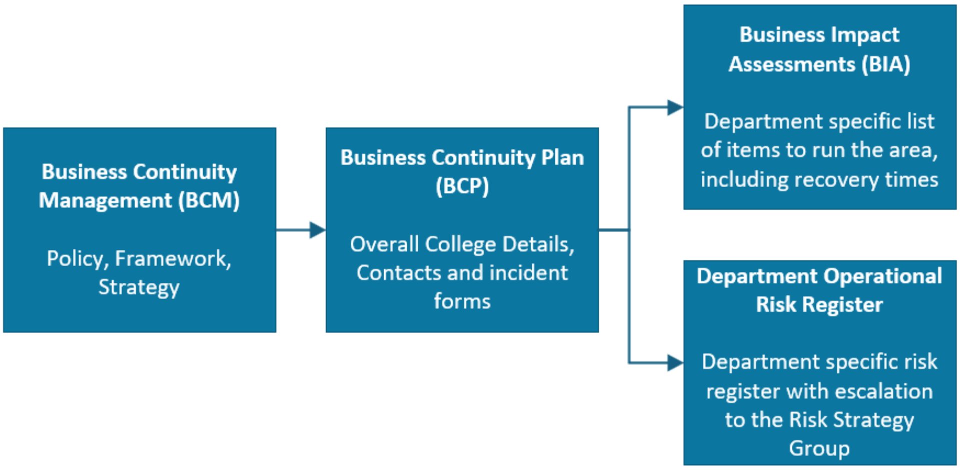
Risk management is concerned with minimising the probability and impact of a wide variety of risks relating to all areas of college business. Risk management alone will not completely prevent a critical or major disruptive event, as not every event is completely preventable. For example, adverse weather.

Consequently, a distinct approach to BCM is required to ensure a more detailed reactive approach to preparedness, response and recovery, with regards to significant and complex disruptive risks and events that may affect critical services.



BCM Structure

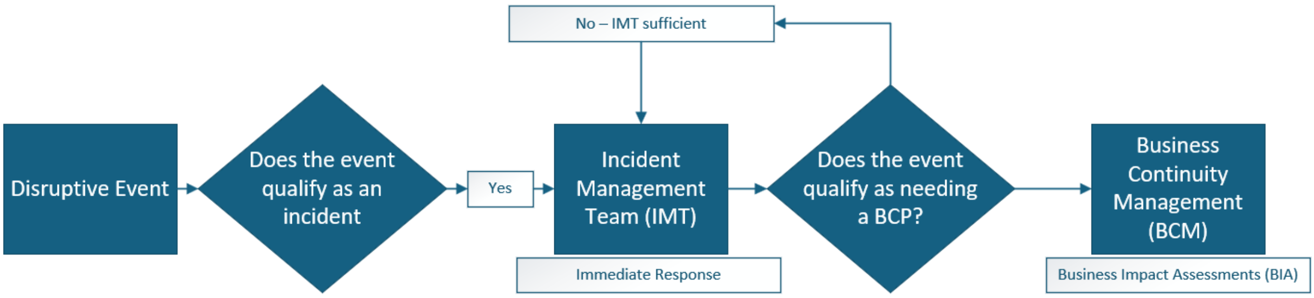
The structure and approach of the BCM is shown below, this outlines where certain documents will be owned and how they will interact with each other.



While approaches to Incident Management Team (IMT), sometimes called emergency management, and BCM have overlapping interests, and both constitute reactive responses to major disruptive events affecting critical services, their primary goals are different.

IMT seeks to safeguard people and the college from significant harm as a result of a major disruptive event, and most often manifests as the actions that are taken immediately after an incident/accident occurs. IMT tends to be more tactical in nature and has an initial focus on stopping/minimising the impact of the incident followed by decisive recovery actions.

BCM is focused on the restoration of services and returning to business as usual as quickly as possible after the critical incident has occurred. BCM is more strategic in nature and includes pre-defined plans that address the aftermath of specific wide-spread critical incidents and ensures the College can continue to operate and sustain long term recovery.



BCM Lifecycle

Step 1: Analysis

Gather and analyse information on the critical services provided by each department/faculty of the college and across the whole college and identify what the main disruptive risks are to those services, through a process of business impact assessment.

Business Impact Assessment (BIA)

The BIA is a comprehensive analysis of critical business functions or services, and is designed to provide a high-level indication of
the possible impacts, associated timescales and subsequent resource requirements, in the event of a major disruptive event.

A critical function / service is defined as:

- A service or function that underpins the capability to respond to emergency incidents and to take effective action to reduce, control or mitigate the effects of an emergency
- The loss of a service or function could cause significant impact on human welfare or the environment
- The service is legally mandated i.e. there is a statutory requirement to provide the service with the threat of litigation if the service is not delivered or delivered inadequately
- The loss of the service would cause significant financial implications to the College
- The loss of the service would significantly damage the reputation of the College.

Step 2: Design

Using the BIAs completed at step 1, step 2 involves designing BCM plans to identify what action must be taken, by who and by when, in response to a major disruptive event impacting on critical functions or services.

There are three types of business continuity management plans used in the College:

1. Departmental Business Continuity Plan (BCP) which are part of the Business Impact Assessment (BIA) document (Tier 3: Operational) – which address responses to major disruptive events specific to a certain department, faculty or area. e.g. Location arrangements for serious unplanned events, obtaining alternative facilities to deliver courses etc.

2. Corporate Business Continuity Plan (BCP) (Tier 2: Tactical) – which address responses to major disruptive events that affect more than one department or college-wide services/functions. e.g. Adverse weather resulting in college closure.

3. Partner Agency BCM plans – which address responses to major disruptive events which have an impact on the college, but which are developed and owned by partner agencies, who take the lead role in BCM implementation. e.g. NHS BCM plan for meningitis or COVID-19 outbreak. Both departmental and corporate BCM plans are reviewed by the head of the owning department before being submitted to the Risk Strategy Group for approval.

Step 3: Implementation

There are three elements to implementation (i) awareness and access (ii) real life incidents, and (iii) training and testing.

Awareness and Access

Once BCM plans have been developed and approved, it is important to ensure that staff across the College are aware of, and have access to, the range of BCM plans in place, in the event of a major disruptive event. A list of all existing Corporate and Departmental BCM plans in place within South Lanarkshire College, are available on the intranet, college website and Executive Team and Senior Management Team laptops. Physical copies of all BCM plans can also be found in the red emergency folders available in the Boardroom on the college campus, the facilities office and department heads offices

Real Life Incidents

Implementation of BCM plans will take place in response to real life events, and as indicated above, such responses will be linked to the College's BCP documents which include the Incident (emergency) Management Team information

Real life events, whilst sometimes tragic, can provide for a highly reliable form of test. Lessons learnt from the incident are likely to be absorbed as they are directly related to day-to-day experiences. These incidents tend to require limited resources other than those already deployed for day-to-day business. After a BCM plan has been invoked in response to a real-life event, an evaluation report should be produced to assist in the validation and continuous improvement process.

Real Life Incidents - Procurement

In the event of real-life emergencies, the delegation of purchasing and circumventing the procurement process would be seen as acceptable by the board. What is stated in the procurement documentation for the college is:

"In cases of a genuine **"emergency",** such as unforeseen damage and Health and Safety concerns, in these very exceptional circumstances the College can circumvent procurement procedures. Advice shall be sought from the Supply Chain Manager or Head of Finance."

Testing/Training

Testing and training are critical steps in the implementation of BCM plans across the College. They are efficient ways to demonstrate how effective the developed BCM plans are, and how prepared the College is to respond to major disruptive events.

Testing and training also help find areas for improvement in BCM plans, which supports validation and continuous improvement of the approach to BCM in the College. The table below provides guidance on the different approaches to testing and associated timescales. After each form of test some sort of evaluative report must be produced to assist with validation and continuous improvement.

Approach	What is Involved?	Benefits/Challenges	SLA
Component Test	Confirming that a key procedure or piece of equipment that is relied on in an incident works. Could be as simple as checking that contact procedures work (e.g. checking phone numbers on an	Benefits: Provides a more focused method of testing key procedures and equipment that are central to a plan are sound. Limited resources and time needed to implement this option. Enhances familiarity with the plan and encourages key people to question and challenge the assumptions	Frequency: As required - scheduled testing, after component failure or if recommended after walkthrough, rehearsal or real-life incident. Responsible: Component owner/s.

	emergency contact list).	made by getting them to think about real life scenarios. Challenges: Limited to testing a discreet area of your plan - unlikely to test your plan in a holistic way.	
Walkthrough	A structured discussion involving key people responsible for responding to service disruptions. Involves discussion of how the team would respond in the event of different types of incidents.	Benefits: Enhances familiarity with the plan and encourages key people to question and challenge the assumptions made by getting them to think about real life scenarios. Challenges: Limited realism of approach and there is a danger the team could digress into theoretical discussion.	Frequency: Min. once per calendar year for 2 specific Departments and Corporate BCM Plan or when requested by SLT/ Exec Team. Responsible: Plan owner
Rehearsal/Table Top	Key people who you rely on to respond to college disruptions rehearse their recovery, in real time to an incident. People play set roles either as participants or as facilitators. The scenario is highly controlled, with use of a script to prompt interactions to strict timescales.	Benefits: A very realistic exercise type which provides a reliable test of the plan. It is dynamic, which ensures that lessons learnt and the value of business continuity is strongly reinforced. Highly effective form of training as this allows people to practice how they would respond to an incident in a way which is very memorable. Challenges: Resource intensive, requiring considerable time spent in planning and preparation as well as delivery of the event. Requires several people supporting the rehearsal who also require training to be able to carry this out. May involve short term disruption to business as usual.	Frequency: Min. twice per calendar year for the College BCP Plan. Cyber exercise and specific Department BCM Plan rehearsals completed if/as required or requested by SLT/Exec team. Responsible: SLT/ Executive team.

Step 4: Validate

The validation step will ensure BCM plans are fit for purpose and will enable continuous improvement in the College’s approach to BCM. Work relating to the validation step should be informed by reports arising from testing and training activity and / or real-life events (see step 3). There are two types of reports to be utilised in the College for this purpose:

Testing Report

Reporting on the outcomes of all conducted tests is important to support understanding and reflection on any lessons learnt. A post-test report is generated at the end of each test (as described in the above table) and includes the key actions to be put in place to improve resilience throughout the College.

Major Incident Report

Similarly to the recommendations garnered from testing, lessons learnt from real life major incidents (especially when a BCM plan is invoked) are crucial for building greater resilience within the College. A major incident report outlining the details of the incident and recommended actions for the BCM plan should be completed whenever a BCM plan is invoked.

Business Continuity Management Governance

Listed below are the various internal and external arrangements which provide good governance of the BCM framework and policy:

Group	BCM Roles and Responsibilities
Head's Departmental Management Team Meetings	Responsible for overseeing all BIA, BCM plans, implementation and validation activities at departmental level. Responsible for discussing and review the departmental approach every 3 months at management team meetings.
Risk Strategy Group	Responsible for the corporate management and review of all BCM framework and policy matters within the College. Responsible for linking the BCM framework to the risk management arrangements within the College. Responsible for authorising analysis, design, testing and validating BIAs and BCP plans.
Senior Leadership Team (SLT) & Executive Team	Responsible for the BCM Framework and Policy and any changes to the framework and policy. Provide reports to Audit and Risk Committee / Board of Management. Coordinating internal and external audit activity regarding BCM. Responsible for leadership in respect of incident management and invoking BCM plans.
Audit and Risk committee and Board of Management	Responsible for strategic scrutiny and assurance of the BCM framework and policy and ensuring internal controls are in place.
Internal Auditors	Responsible for providing an objective analysis and evaluation of the BCM framework and policy, BIAs and BCM plans, and proposing any consequent improvement actions.

South Lanarkshire College
East Kilbride

BOARD OF MANAGEMENT

DATE	16 June 2026
TITLE OF REPORT	Procurement Policy and Procedures review – Feb 2026
REFERENCE	08.0
AUTHOR AND CONTACT DETAILS	Sue Hampshire, Procurement Manager Sue.Hampshire@slc.ac.uk
PURPOSE:	To update the Board on changes made to the existing Procurement Policy and Procedures to reflect e College.
KEY RECOMMENDATIONS/ DECISIONS:	The Board is asked to: • note and approve the changes reflected in the Procurement Policy and Procedures following the February 2026 meeting and discussed at the Finance & Resources Committee on 26 May 2026;
RISK	• Non-compliance: Ensuring a uniformed approach to Procurement through compliance with the procurement procedures. • Lack of transparency: Ensuring the College procurement activity is transparent, effective and efficient. • Legislation: Comply with all legislative obligations in relation to procurement, including the requirements of the Public Contracts (Scotland) Regulations 2015. The Procurement Reform (Scotland) Act 2014, and the Procurement (Scotland) Regulations 2016 and all subsequent amendments. • Best value: Ensuring the College procurement activity achieves a balance of cost, quality, social value and sustainability over the whole life of a contract.
RELEVANT STRATEGIC AIM:	• Student Experience • People and Culture Development • Sustainability
SUMMARY OF REPORT:	• The Procurement Policy and Procedures are a necessary part of the College's overall control and good governance system, ensuring goods and services are procured in an open, transparent and fair way. • The procurement policy and procedure purpose is to maintain the highest ethical standards linked to procurement matters and the expenditure of public funds. • Following discussion at the last Finance & Resource Committee meeting in February 2026, further edits have been made for the following observations that were made:

	○ Section 8: College Building: Wording updated to refer to Principalship Executive Team having approval rights for capital spend in consultation with the Senior Leadership Team ○ Section 11: Separation of Sustainable Procurement and Circular Economy concepts • As the Procurement regulations belong to Advanced Procurement for Universities and Colleges (APUC), the College could not further enhance the sustainability sections with the addition of circular economy flow charts as this was deemed to be more relevant to the Sustainability Policy. As such, further amendments have been made to the Sustainability Policy, which is included for your approval in this Committee.

1. INTRODUCTION

1.1. This paper provides an overview of the changes reflected in the February 2026 review of the Procurement Policy and Procedures.

2 BACKGROUND

2.1 The procurement policy applies to all purchases of goods and services or works made by/on the behalf of the College and should be read in conjunction with the SLC Finance regulations.

2.2 The procurement Policy and procedure purpose is to maintain the highest ethical standards linked to procurement matters and the expenditure of public funds.

3 DISCUSSION

3.1 The main updates to the Procurement Policy and Procedures in February 2026 within the Procurement Policy and Procedures, while not exhaustive, include the following key updates:

3.1.1 Removal of references to the Associate Principals and incorporation of the Head of Curriculum and Depute Head of Curriculum.

3.1.2 Curriculum Managers renamed as Curriculum and Quality Managers and incorporation of Curriculum and Quality Leads.

3.1.3 Appendix 1 Levels of Authorisation have been added

3.1.4 The UK procurement thresholds have been updated as of 1st Jan 2026, these are updated every 2 years

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 Procurement Policy and Procedures to staff and monitoring their ultimate application.

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

5 EQUALITIES

5.1 The College has a statutory duty, as defined by the Equalities Act 2010, to advance equality of opportunity in all its functions, including procurement. The College remains responsible for meeting its obligations under various statutes even when an external contractor provides one or more of the College's functions. Member of staff involved in procurement will take account of this objective, when placing business with any supplier/contractor.

6 RISK AND ASSURANCE

6.1 There should be a clear separation of budgetary authority and procurement authority. Budget holders should have the authority to initiate purchasing/procurement activities by specifying the requirements and providing budgetary authority for the expenditure.

6.2 The authority to purchase (Delegated Purchasing Authority (DPA) and ultimately place the purchase order should be conducted separately.

6.3 All procurement is carried out in line with relevant legislation, regulations, procurement guidance documents and internal governance to minimise the risk of legal challenge to the college.

6.4 Embedding sustainability principles and practices including promoting innovation, community benefits and social value.

6.5 The main risks are:

6.5.1 Non-compliance: Ensuring a uniformed approach to Procurement through compliance with the procurement procedures.

6.5.2 Lack of transparency: Ensuring the College procurement activity is transparent, effective and efficient.

6.5.3 Legislation: Comply with all legislative obligations in relation to procurement, including the requirements of the Public Contracts (Scotland) Regulations 2015. The Procurement Reform (Scotland) Act 2014, and the Procurement (Scotland) Regulations 2016 and all subsequent amendments.

6.5.4 Best value: Ensuring the College procurement activity achieves a balance of cost, quality, social value and sustainability over the whole life of a contract.

7 RECOMMENDATIONS

7.1 The Board is asked to:

7.1.1 note and approve the changes reflected in the Procurement Policy and Procedures update for February 2026 and discussed at the Finance & Resources Committee on 26 May 2026.

South Lanarkshire College

Procurement Policy & Procedures

February 2026

Version number 2.0

Document Information

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Version Number	**Date**	**Author**	**Rationale**
1.0	18/04/2024	Sue Hampshire	Procurement
2.0	12/02/2026	Sue Hampshire	Procurement

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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Procurement Policy

1. Purpose

1.1 The purpose of this Procurement Policy is:

- Maintaining the highest ethical standards linked to procurement matters and the expenditure of public funds;
- Ensuring a uniformed approach to Procurement through compliance with the procurement procedures;
- Ensuring that College procurement activity is transparent, effective, efficient and provides value for money;
- To promote and implement best practice sustainable procurement principles.
- Embracing collaborative opportunities;
- Driving continuous improvement;
- To promote equality and diversity in relation to procurement matters.
- To comply with all legislative obligations in relation to procurement, including the requirements of the Public Contracts (Scotland) Regulations 2015, the Procurement Reform (Scotland) Act 2014, and the Procurement (Scotland) Regulations 2016 and all subsequent amendments.

2. Scope

2.1 This Procurement Policy applies to all purchases of goods, services or works made by/on behalf of the College. The Policy must be adhered to by all College employees with any aspect of purchasing responsibility in their job role, including Head of Curriculum, Depute Head of Curriculum, Curriculum Quality Managers (CQM), Head of Service, Depute Head of Service, budget holders, requisitioners and administrators.

2.2 The Policy should be read in conjunction with the following related College Policies/Procedures/Regulations:

- SLC Procurement Strategy
- SLC Procurement Procedures
- Scheme of delegation as approved by the Finance & Resources Committee/ Board of Management.
- SLC Finance Regulations
- Gifts and Hospitality Policy
- Free Issues/Donated Goods Policy
- Anti Bribery Policy
- Anti-Fraud Policy
- Whistleblowing Policy

2.3 There should be clear separation of budgetary authority and procurement authority. Budget holders should have authority to initiate purchasing/procurement activity by specifying their requirements and providing budgetary authority for the expenditure. The authority to purchase (Delegated Purchasing Authority (DPA)) and ultimately place the purchase order should be conducted separately.

2.4 Any proposal to award a contract over £25,000 without competition must be approved in advance by the Scottish Funding Council, in accordance with the requirements of the Scottish Public Finance Manual (SPFM). A Single Source Justification Form must be completed and approved prior to the award of such contracts.

2.5 Any external consultancy contracts with a value of £50,000 aggregated over 4 years must be approved in advance by the Scottish Funding Council, in accordance with the requirements of the Scottish Public Finance Manual (SPFM).

3. Procurement Structure

Elaine McKechnie

VP of Finance, Resources & Sustainability

Paddy Feechan

Head of Finance

Sue Hampshire

Supply Chain Manager (1 FTE)

4. APUC/Supply Chain Manager

4.1 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.

5. The Board of Management

5.1 The Board of Management has delegated responsibility for continuous review of the operation of the Financial Regulations inclusive of the Procurement Policy and Procedures to the Finance and Resources Committee and Audit and Risk Committee.

5.2 The Board of Management shall ensure that any funding from 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 Trustee 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.

For further information please refer to the SLC Financial Regulations.

6. Responsibilities/ Authority to Procure

6.1 This Policy has been approved by the College Finance Committee/Board of Management.

6.2 The Vice Principal of Finance, Resources and Sustainability is accountable for the implementation of this Policy and for continuous review of the Procurement Policy and submitting any changes to the College Finance & Resources Committee/ Board of Management for approval.

6.3 The Supply Chain Manager is responsible for the effective operation of this Policy and will ensure that appropriate Procedures are in place and embedded.

6.4 The Supply Chain Manager is responsible for managing the Colleges procurement activity and compliance with all legislation/regulatory/ best practice requirements.

6.5 The Head of Curriculum and Heads of Service are responsible for ensuring that all purchasing activity within their areas is carried out in line with this Policy, associated legislation, and regulations.

6.6 All College employees with any aspect of purchasing/procurement responsibility in their job role are responsible for adhering to the Policy and complying with associated Procedures.

6.7 Any breach of this Procurement Policy shall be investigated. Failure by any employee to comply with this Policy may give rise to disciplinary procedures.

7. Purchase Orders

7.1 A Purchase Order and/or Contract creates a legal agreement between the College and a Supplier.

7.2 All purchases and Contracts must be approved by a Budget Holder and authorised by a member of the Principalship in line with their level of procurement authority. In the absence of the Principalship, the Head of Finance may authorise the purchase or contract.

7.3 Purchase Orders and Contracts must be in writing or electronic signature and signed by an authorised signatory. They must only be approved by the person authorised to sign off to the level of expenditure in line with the SLC Financial Regulations Levels of Authorisation process. See 14.1 Approvals).

7.4 The College accepts no liability for verbal orders, orders made through a personal credit card or by other means which have not been subject to the College's procurement procedures.

8. College Building

8.1 No material changes shall be made to the fabric of the college building without the express consent of the Principalship; namely the Principal, Vice Principal – Student Experience and Innovation and Vice Principal – Finance, Resources & Sustainability.

While all decisions in relation to the college's physical infrastructure must be considered by the Senior Leadership Team to ensure strategic alignment and wider college impact, the Principalship holds ultimate responsibility for authorising all capital renovations within delegated levels of authorisation, as set out in the Finance Regulations.

9. Key principles

9.1 Maintaining the highest ethical standards linked to procurement matters and the expenditure of public funds.

9.2 All procurement shall be carried out in line with relevant legislation, regulations, procurement guidance documents and internal governance to minimise the risk of legal challenge to the College.

9.3 Staff involved in procurement shall abide by the College's internal policies on

- Gifts and Hospitality
- Free issue/ Donated Goods Policy
- Anti-bribery
- Fraud
- Whistleblowing

These Policies can be found under SLC Finance in SharePoint

9.4 The College shall have in place a declaration of impartiality and confidentiality for those involved in procurement procedures.

9.5 The College has a statutory duty, as defined by the Equalities Act 2010, to advance equality of opportunity in all its functions, including procurement. The College remains responsible for meeting its obligations under the various statutes even when an external contractor provides one or more of the College's functions. Members of staff involved in procurement will take account of the following objectives when placing business with any supplier/contractor:

9.6 Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010.

9.7 Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.

9.8 Ensure that the goods, works, and services are provided in a way that meets the needs of all users.

9.9 Ensuring a uniformed approach to Procurement through compliance with the procurement procedures.

9.9.1 A set of robust and current Procurement Procedures and Guidance Documents shall be in place easily accessible to staff via the internet/intranet.

9.9.2 A dedicated web page shall be in place to ensure that current information is readily available for college staff and external suppliers.

9.9.3 A standard set of College Terms and Conditions shall be used to minimise contractual risk. Where a Framework Agreement is used, the procurement shall be carried out under the already agreed Framework Terms and Conditions.

9.9.4 The College shall ensure that Payment Terms of 30 days are met.

9.9.5 Ensuring that College procurement activity is transparent, effective, efficient and provides value for money.

9.9.6 The College shall publish a Procurement Strategy and Procurement Annual Report on its website.

9.9.7 In line with the Procurement Procedures, the College shall use Public Contracts Scotland (PCS) - Quick Quote, Public Contracts Scotland (PCS) and Find a Tender to ensure transparency in advertising quotations and tenders providing suppliers with maximum access to college contract opportunities. Clear and precise language shall be used when conducting a procurement procedure.

9.9.8 Where legally required, the College shall clearly state evaluation based on price and quality criteria, a scoring methodology and weightings ensuring transparency in how each procurement process shall be awarded and achieving value for money.

9.9.9 The College shall have in place standard procurement templates to ensure process efficiency.

9.9.10 The College shall optimise the use of electronic tools such as Pecos and Hunter to maximise e-procurement efficiencies and monitor procurement savings.

9.9.11 Embedding sustainability principles and practices including promoting innovation, community benefits and social value

9.9.12 The College shall seek to deliver sustainable outcomes through Procurement where relevant.

9.9.13 Procurement Procedures and Guidance Documents shall reflect the requirement of the Sustainable Procurement Duty for Regulated Procurements considering how the College:

- Can improve the economic, social, and environmental wellbeing of the authority's area.
- Can facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and.
- Can promote innovation.

9.9.14 For Regulated Procurements, through the use of a Tender Strategy, a sustainability test shall be carried out to identify any economic, social, and environmental factors above that can be considered as part of a procurement procedure.

9.9.15 For Regulated Procurements, through the use of a Tender Strategy and market research, consideration shall be given to the procurement approach and allowance of innovative proposals from the market.

9.9.16 The College shall use PCS which shall help maximise access to College contract opportunities by SMEs, supported businesses and third sector bodies.

9.9.17 Consideration shall be given to Community Benefits for all procurements >£4m and for lesser value when considered appropriate.

9.9.18 Consideration shall be given to the whole life cost of products and services.

9.9.19 Consideration shall be given to the circular economy principles when procuring including consideration of whether it is necessary to purchase at all, exploration of alternatives such as sharing resources or equipment with other departments or public bodies, re-using, repairing or refurbishing existing goods. Where appropriate, we will consider specifying goods and/or materials that are designed for long-term use that can be easily disassembled, re-used or re-cycled and made with a high content of recycled materials. We will specify minimum packaging, reusable packaging and packaging take-back.

9.9.20 As an organisation who is a Real Living Wage employer, the College recognises the value of a well- motivated and dedicated workforce both in its own organisation and in those of its suppliers. The College will consider, before undertaking a procurement, whether it is relevant and proportionate to include a question on fair work practices along with other relevant criteria, whilst ensuring the appropriate balance between quality and cost of the contract or whether to include the real Living

Wage as a contract condition, paying regard to the statutory guidance including the application of the living wage.

9.9.21 The College will make use of appropriate standards and labels in its procurements to take account of fair and ethical trading considerations as well as considering equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification where relevant.

9.9.22 The College shall ensure that food procurement is conducted with the highest regard to legislation and animal welfare;

9.9.23 Consideration shall be given to climate change impact and how the procurement can contribute to carbon emission reduction targets where relevant.

9.9.24 The College will work with its suppliers to ensure commitment to the Sustain Supply Chain Code of Conduct.

9.9.25 As an affiliate member of Electronics Watch which works to improve worker's rights in public sector supply chains, the College, through its membership, shall continue its contribution to the wider ethical procurement agenda.

9.9.26 Procurement shall participate in College and Sector Sustainability Forums and contribute to the wider sustainability agenda within the College.

9.10 Embracing collaborative opportunities

9.10.1 The College will seek to maximise opportunities to collaborate in the procurement of goods, services or works where it can be demonstrated that such collaboration delivers the best overall value for money solution to meet the College's needs.

9.10.2 Collaboration will include the use of Framework Agreements which have been procured by collaborative procurement organisations such as Advanced Procurement for Universities and Colleges (APUC) Ltd and the Scottish Government.

9.10.3 Collaboration shall also include maximising opportunities to work across College departments to deliver contracts for commonly purchased goods and services, such as stationery, materials, equipment or consumables where there are currently no contracts in place.

9.11 Driving continuous improvement

9.11.1 Suppliers

- The College shall have in place a standard approach to Contract Management.

- The approach to Contract Management shall be proportionate for both the College and the supplier. Through this approach, the College shall ensure that there is a single point of responsibility for the contract, that contract obligations are met with mechanisms in place to ensure that continuous improvement and best value are delivered throughout the contract period.

- Procurement will work in conjunction with relevant stakeholders to implement and manage the Contract Management process on a contract-by-contract basis.

- An important aspect of Contract Management is feedback from college stakeholders, which can be captured in various ways including surveys, email or verbal feedback.

- Details of the Contract Management process can be found in the Procurement Procedures -13. Contract Management (pg.23).

9.11.2 Procurement

9.11.2.1 The College participates in the Operation Procurement Review (OPR) which is a Scottish Government Assessment of the College's procurement practices. The OPR assessment takes place every 2 years and focuses on the policies and procedures driving procurement compliance and performance. Following the OPR assessment, the College receives feedback and an action plan with recommendations to continually improve performance, based upon best practice.

9.11.2.2 Furthermore, although not a legal obligation for the College, as part of the Procurement Reform (Scotland) Act 2014, the College shall publish an Annual Procurement Report disclosing how its procurement activity has complied with its published Procurement Strategy.

9.11.3 Complying with all legislative and regulatory obligations in relation to procurement

9.11.3.1 The College will ensure that it complies with the following procurement legislation and all subsequent amendments:

- Public Contracts (Scotland) Regulations 2015;
- Procurement Reform (Scotland) Act 2014;
- Procurement (Scotland) Regulations 2016.

10. Procurement Contact

10.1 Supply Chain Manager: Sue Hampshire

10.2 The Supply Chain Manager can be contacted on: procurement@slc.ac.uk or sue.hampshire@slc.ac.uk

Procurement Procedures

11. Prior to Procurement

11.1 Before commencing a procurement, Purchasers shall consider the following:

11.1.1 Sustainable Procurement

Sustainable Procurement is 'a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment'.

To assist in meeting the College's policy in embedding sustainable practices and principles into Procurement, Purchasers should consider:

- Is it necessary to procure at all?
- Sharing resources – can you share equipment with another dept or College?
- Quantities – consider the amount that you require to procure, what is actually needed to negate surplus purchases and waste?
- Climate impact – consider the impact of your procurement on climate change e.g., ultra-low emission vehicles, renewable energy and heat, and low carbon buildings and materials.
- Whole life cost – consider the whole life cost of your product.
- Innovative approach – explore a different way of doing things.

The Circular Economy

A circular economy is part of the solution to our global climate emergency, one in which products, services and systems are designed to maximise their value and minimise waste. It is an all-encompassing approach to life and business, where everything has value, and nothing is wasted. It can be explained as 'make, use, remake' as opposed to 'make, use, dispose'.

To assist in meeting the College's policy in embedding the circular economy, Purchasers should consider:

- Recycling – can you recycle current equipment?
- New vs refurbished – can you consider a refurbished, repaired, or renewed piece equipment rather than new?
- End of equipment life – consider the waste implications of your procurement and if at the end of a product's life, can it be reused, refurbished, remanufactured?
- Supported businesses and third sector market – can you consider including a supported business or third sector supplier?

11.1.2 **Budget**

The Budget Holder shall ensure that funds are spent in line with the Procurement Policy and this Procurement Procedure.

The Budget Holder shall work with the Supply Chain Manager to forward plan expenditure providing sufficient time to always ensure compliance with procurement procedures and demonstrable value for money.

11.1.3 **Determining the Contract Value**

Purchasers must ensure that they consider the total value of the procurement. If the total expenditure for multiple purchases with one supplier exceeds £50,000 ex vat (Goods and Services) or £2,000,000 ex vat (Works) over a period of four years, the Supply Chain Manager must be contacted to manage the procurement process.

11.1.4 **Framework Agreements**

If there is an existing framework/contract available for the requirement, the suppliers on the framework/contract should be contacted for a quotation. Where the suppliers

are ranked on a framework/contract you can contact the first ranked supplier, then the 2nd, 3rd, etc, ranked supplier where appropriate. Where there are no ranked suppliers on a framework/contract, all suppliers should be contacted for a competitive quotation.
Current SLC Contract Register can be found here
Current Framework Agreements can be found here

When placing a purchase order through a framework agreement, the framework agreement reference number shall be quoted on the Purchase Order.

Contact the Supply Chain Manager to gain access to the Buyers Guide for your selected framework agreement.

Please note: An award letter will need to be prepared by the Supply Chain Manager and signed by the VP or principal (dependant on value) to enable this contract to proceed.

11.1.5 **Procurement Initiation Form >£50k for Goods and > £2m for works)**

A Procurement Initiation Form requires to be completed by the Stakeholder and authorised by the Supply Chain Manager (if the procurement of goods is over £50k and works from £2m). This form will be approved by the Head of Finance via SLT prior to commencing procurement procedures 3 – 6 in Table A below, and procurement procedures 5-6 Table A and 10-12 in Table B below.

11.1.6 **General Data Protection Regulation (GDPR)**

Purchasers shall always consider the GDPR implications and the impact that this may have on their purchase. A formal process is in place for procurement procedure 5 – 6 in Table A below through use of the Tender Strategy and 10 - 12 in Table B. Further advice can be sought from the Data Protection Officer for procurement procedures 1-4 and 7-9.

11.1.7 **Cyber Security**

Purchasers shall always consider the Cyber Security implications and the impact that this may have on their purchase. A formal process is in place for procurement procedures 5–6 in Table A below through use of the Project Strategy and 10-12 in Table B. Further advice can be sought from the IT Dept for procurement procedures 1-4 and 7-9.

11.1.8 **Declaration of Impartiality and Confidentiality**

Any person involved in a procurement procedure 5-6 and 10-12 must complete a declaration of Impartiality and confidentiality form declaring that there is no conflict of interest in participating in the process. Once this have been signed

the Tender submissions will be provided to enable you to commence the evaluation process.

Where a conflict of interest is subsequently discovered but not been declared, this may result in disciplinary action.

12. Procurement Threshold and Procedures

The following procurement thresholds and procedures shall apply:

Table A – Goods & Services Thresholds

(Please note that all the thresholds are ex VAT)

Procurement Procedure No.	Level of Expenditure	Procurement Procedure Description
1	£0-£999	Low Value Quote - The budget holder shall have the discretion to decide whether or not to obtain quotations, but value for money must always be obtained. **Approved by Depute Head of Service/ Curriculum Quality Manager** **Authorised by the Head of Department/ Depute Head of Curriculum**
2	£1,000 - £9,999	3 Price Comparison or 3 Written Quotation **Approved by Head of Department** **Authorised by the Head of Curriculum for Lecturing Staff** **Authorised by the Head of Finance for Professional Services** * ***On the occasion the order is approved by the Head of Finance – it will be authorised by the Vice Principal of Finance, Resources and Sustainability****
3	£10,000 - £19,999	3 Written Quotation – / or use of a Framework Agreement *PECOS orders of the value of 10k + reviewed by Head of Finance.* **Approved by Head of Service** **Authorised by the Vice Principal for Student Experience and Innovation – Curriculum** **Authorised by the Vice Principal for Finance, Resources and Sustainability- Professional Services**
4	£20,000 - £49,999	PCS- Quick Quote. 3 or more quotes advertised on Quick Quotes to named suppliers./ or use of a Framework Agreement *PECOS orders of the value of 10k+ reviewed by Head of Finance.* **Approved by Head of Service** **Authorised by the Vice Principal for Student Experience and Innovation – Curriculum** **Authorised by the Vice Principal for Finance, Resources and Sustainability- Professional Services**
5	£50,000 – £173,100	Regulated Tender via PCS – Public Contracts Scotland Open Tender Advert *Procurement Initiation Form Required* *PECOS orders of the value of 10k+ reviewed by Head of Finance.* **£50,000 - £99,999 – Approved by the Head of Service** **Authorised by the Vice Principal for Student Experience and Innovation – Curriculum** **Authorised by the Vice Principal for Finance, Resources and Sustainability- Professional Services** **£100,000 - £124,999– Approved by the Vice Principal** **Authorised by the Principal** **£125,000 and over requires approval from the Board of Management. Once Approved, authorisation to sign is given to the principal.**
6	£173,100>	High Value Regulated Tender via PCS/Find a Tender *Procurement Initiation Form Required* *PECOS orders of the value of 10k+ reviewed by Head of Finance.* **Approval is required from the Finance and Resources Committee** **Once Approved Authorisation to sign the Contract is given to the Principal.**

*** Please note that this threshold approval and authorisation process is in line with the SLC Financial regulations ***

Table B – Works Thresholds

(Please note that all the thresholds are ex VAT)

Procurement Procedure No.	Level of Expenditure	Procurement Procedure Description
7	£0-£999	Low Value Quote - The budget holder shall have the discretion to decide whether or not to obtain quotations, but value for money must always be obtained. **Approved by the Depute Head of Service/ Curriculum Quality Manager** **Authorised by the Head of Service/Depute Head of Curriculum**
8	£1,000 - £9,999	3 Price Comparison or Written Quotation **Approved by the Head of Service** **Authorised by the Head of Curriculum for Lecturing Staff** **Authorised by the Head of Finance for Professional Services**
9	£10,000 - £49,999	3 Written Quotation – / or use of a Framework Agreement **Approved by the Head of Service** **Authorised by the Vice Principal for Student Experience and Innovation – Curriculum** **Authorised by the Vice Principal for Finance, Resources and Sustainability-Professional Services**
10	£50,000 – £1,999,999	Quick Quote via PCS – **5 or more Quotes** advertised to named suppliers/ Contractors. / or use of a Framework Agreement **£50,000 - £99,999 – Approved by the Head of Service** **Authorised by the Vice Principal for Student Experience and Innovation – Curriculum** **Authorised by the Vice Principal for Finance, Resources and Sustainability-Professional Services** **£100,000 - £124,999 – Approved by the Vice Principal** **Authorised by the Principal** **£125,000 and over requires approval from the Board of Management. Once Approved, authorisation to sign is given to the principal.**
11	£2m – £4,327,500	Regulated –Tender via PCS – Public Contracts Scotland Open Tender Advert *Procurement Initiation Form Required* **Requires approval from the Board of Management** **Once Approved Authorisation to sign the Contract is given to the principal.**
12	£4,327,500>	High Value Regulated Tender via PCS/Find a Tender - Will advertise in the Find a Tender (FTS) portal following the most appropriate process. *Procurement Initiation Form Required* **Requires approval from the Board of Management** **Once Approved Authorisation to sign the Contract is given to the principal.**

12.1 Low Value Quick Quote - £0 - £999 – Goods & Services (Procurement Procedure 1 & 7) - Approved by the Depute Head of Service / Curriculum Quality Manager/-Authorised by the Head of Department/ Depute Head of Curriculum.

Where the total expenditure is less than £999, in the first instance you should check for an existing framework or contract as detailed within (*section 6.1.4 – Framework Agreements p.g.10).* If there is a framework or contract available, you should contact the Supplier(s) for a quotation. *If you do require further information regarding access to Framework Agreements, please contact Procurement to obtain the reference number to the Framework Agreement of your choice and a Buyer's Guide will be made available for your use.*

If there is not an existing framework or contract available, 3 suppliers can be contacted via the telephone or email for a quotation for a competitive quote for comparative purposes with the award based on best value. Please ensure that you have a record of the quotations received from the suppliers.

A supplier quotation must correspond with the College specification to ensure the price quoted includes all requirements.
Please note that when you approach the suppliers /contractors it must be a like for like quotation.

Once this exercise has been completed, a Purchase Order shall be placed through *Pecos* and a copy of the quotations attached to the Purchase Order. If you do not attach your quotations your order will not be processed by Finance.

This process will be managed by the department lead.

12.2 **Price Comparison or 3 Written Quotation- £1,000-£9,999 – Goods and Services (Procurement Procedure 2&8) Approved by Head of Department – Authorised by the Head of Curriculum / Authorised by the Vice Principal**

Where the total expenditure is greater than £1,000 but less than £9,999, in the first instance you should check for an existing framework or contract as detailed in *section 6.1.4. Framework Agreements p.g.10*) If there is a framework or contract available, you should contact the Supplier(s) for a quotation.
If there is not an existing framework or contract available, a minimum of three quotations must be sought, via either the telephone or email, and recorded and retained as back-up to the requisition.

Quotations are normally carried out based on price criteria only with award based on lowest price. Where there is an exceptional requirement to use criteria other than price, the criteria must be clearly stated with appropriate weightings in documentation to suppliers.

Once this exercise has been completed, a Purchase Order shall be placed through *Pecos* and a copy of the quotation attached to the Purchase Order. Once this exercise has been completed, a Purchase Order shall be placed through Pecos and a copy of the quotations attached to the Purchase Order.

This process will be managed by the department lead.

12.3 **3 Written Quotations or use of Framework - £10,000-£19,999 – Goods & Services (Procurement Procedure 3)** – *PECOS orders of the value of 10K+ are reviewed by the Head of Finance* – **Approved by Head of Department and Authorised by the Vice Principal.**

Where the total expenditure is greater than £10,000 but less than £19,999, in the first instance you should check for an existing framework or contract as detailed in section 6.1.4. *Framework Agreements* p.g.10). If there is a framework or contract available, you should contact the Supplier(s) for a quotation.

If there is not an existing framework or contract, a minimum of three written/by e-mail quotations can be sought. If there are not three appropriate suppliers who can quote, please refer to procurement for guidance.

Quotations are normally carried out based on price criteria only with award based on lowest price. Where there is an exceptional requirement to use criteria other than price, the criteria must be clearly stated with appropriate weightings in documentation to suppliers with a clear scoring methodology.

Once this exercise has been completed, a Purchase Order shall be placed through *Pecos* and a copy of the quotation attached to the Purchase Order.
The Supply Chain Manager shall be contacted to assist in this process if required.

12.4 **PCS- Quick Quote. 3 or more quotes advertised on Quick Quotes to named suppliers.- £20,000 - £49,999 – Goods & Services (Procurement Procedure 4)** – *PECOS orders of the value of 10K+ are reviewed by the Head of Finance* – **Approved by Head of Service and Authorised by the Vice Principal.**

Where the total expenditure is greater than £20,000 but less than £49,999, in the first instance you should check for an existing framework or contract as detailed in section *6.1.4 Framework Agreements p.g.10)*. If there is a framework or contract available, you should contact the Supplier(s) for a quotation.

If there is not an existing framework or contract, a minimum of three quotations must be sought, using the Quick Quote process where possible, via Public Contracts Scotland. Where it is not possible to use Public Contracts Scotland, written/by e-mail quotations can be sought. If there are not three appropriate suppliers who can quote, please refer to procurement for guidance.

Quotations are normally carried out based on price criteria only with award based on lowest price. Where there is an exceptional requirement to use criteria other than price, the criteria must be clearly stated with appropriate weightings in documentation to suppliers with a clear scoring methodology.

Once this exercise has been completed, a Purchase Order shall be placed through *Pecos* and a copy of the quotation attached to the Purchase Order.

The Supply Chain Manager shall be contacted to assist in this process.

12.5 **Regulated Tender via PCS – Public Contracts Scotland Open Tender Advert - £50,000- GPA (£177,897) – Goods & Services (Procurement Procedure 5)**

(£50,000 - £99,999 – Approved by the Head of Service)

(£100,000 - £125,000 – Approved by the Vice Principal - Authorised by the Principal)

(Over £125,000 requires approval from the Finance and Resources Committee/Board)

Once Approved Authorisation to sign the Contract is given to the Principal)

Where the total expenditure is greater than between £50,000 but less than £173,100 and is for the purchase of goods or services, in the first instance the Supply Chain Manager shall check for an existing framework or contract.

If there is a framework or contract available, the Supply Chain Manager shall determine the Procurement Route (i.e. Direct Award, Ranked, and Mini Competition). If there is a direct award/ranked option, the Supply Chain Manager will issue a formal contract notice on Public Contracts Scotland and update the Contracts Register.

If there is not an existing framework or contract, the process will be a tender procedure as per the Procurement Journey subject to the Procurement Reform (Scotland) Act

2014 and Procurement (Scotland) Regulations 2016. The Supply Chain Manager shall manage this process.

A Procurement Initiation Form shall be completed by the Dept and sent to the Supply Chain Manager.

A Tender Strategy shall be completed by the Supply Chain Manager in conjunction with the Dept which considers market research, procurement approach, timescales, Sustainable Procurement Duty, General Data Protection Regulations, cyber security implications, other risks and how these shall be mitigated during the tender process.

Evaluation criteria shall be based on the Most Economically Advantageous Tender (MEAT) with clearly stated price/quality evaluation criteria, weightings and a scoring methodology in the tender document. The College is legally obligated to advertise the tender on Public Contracts Scotland (PCS). Once the tender process is completed, an award notice shall be placed on PCS in line with the Scottish Procurement Regulations. Once awarded, the final contract details shall be submitted to the public facing Contract Register.

A tender outcome report shall be written by the Supply Chain Manager and approved by SLT and then sent for approval to the Finance and Resource Committee if required. A Purchase Order shall be placed through Pecos quoting the tender reference number. The Supply Chain Manager will manage the process relating to this level of procurement.

12.6 **High Value Regulated Tender for Goods and Services via PCS/Find a Tender (Procurement Procedure 6)** *PECOS orders of the value of 10k+ reviewed by Head of Finance.* **Approval is required from the Board of Management** - **Once Approved Authorisation to sign the Contract is given to the Principal.**
Where the total expenditure is greater than **£173,100**, and is for the purchase of goods and services, in the first instance the Supply Chain Manager shall check for an existing framework or contract.

If there is a framework or contract available, the Supply Chain Manager shall determine the Procurement Route (i.e. Direct Award, Ranked, and Mini Competition). If there is a direct award/ranked option, the Supply Chain Manager will issue a formal contract notice on Public Contracts Scotland and update the Contracts Register.

If there is not an existing framework or contract, the process will be a tender procedure subject to the Public Contracts (Scotland) Regulations 2015.

A Procurement Initiation Form shall be completed by the Dept and sent to the Supply Chain Manager.

A Tender Strategy shall be completed by the Supply Chain Manager in conjunction with the Dept which considers market research, procurement approach, timescales, Sustainable Procurement Duty, General Data Protection Regulations, cyber security implications, other risks and how these shall be mitigated during the tender process.

Evaluation criteria shall be based on the Most Economically Advantageous Tender (MEAT) with clearly stated price/quality evaluation criteria, weightings and a scoring methodology in the tender document. The College is legally obligated to advertise the tender on Find a Tender service via PCS. Once the tender process is completed, an award notice shall be placed on PCS in line with the Scottish Procurement Regulations.

Once awarded, the final contract details shall be submitted to the public facing Contract Register.

A tender outcome report shall be written by the Supply Chain Manager and approved by an authorised signatory.

A Purchase Order shall be placed through Pecos quoting the tender reference number.

The Supply Chain Manager will manage the process relating to this level of procurement.

12.7 **3 Written Quotation – / or use of a Framework Agreement /PCS £10,000 - £49,999– (Procurement Procedure 9) Approved by Head of Service –**

Authorised by the Vice Principal for Student Experience and Innovation – Curriculum

Authorised by the Vice Principal for Finance, Resources and Sustainability – Professional Services.

Where the total expenditure is greater than £10,000 but less than £19,999, in the first instance you should check for an existing framework or contract as detailed in section 6.1.4. *Framework Agreements* p.g.10. If there is a framework or contract available, you should contact the Supplier(s) for a quotation.

If there is not an existing framework or contract, a minimum of three quotations must be sought, using the Quick Quote process where possible, via Public Contracts Scotland. Where it is not possible to use Public Contracts Scotland, written/by e-mail quotations can be sought. If there are not three appropriate suppliers who can quote, an open tender will be undertaken via the Supply Chain Manager.

Quotations are normally carried out based on price criteria only with award based on lowest price. Where there is an exceptional requirement to use criteria other than price, the criteria must be clearly stated with appropriate weightings in documentation to suppliers with a clear scoring methodology.

Once this exercise has been completed, a Purchase Order shall be placed through Pecos and a copy of the quotation attached to the Purchase Order.

All Purchase orders over £10k are reviewed by the Head of Finance however the approval is still the responsibility of the Principal.

All Contracts must be signed by the principal in line with the Levels of Authorisation please refer to **Table C** – Levels of Authorisation within 14.1

The Supply Chain Manager shall be contacted to assist in this process.

12.8 **Quick Quote via PCS (Works) – 5 or more Quotes advertised to named suppliers/ Contractors. / or use of a Framework Agreement - £50,000 - £1,999,999 (Procurement Procedure 10)**

(£50,000 - £99,999 – Approved by the Head of Department - Authorised by the Vice Principal)

(£100,000 - £125,000 – Approved by the Vice Principal - Authorised by the Principal.)

(Over £125,000 requires approval from the Board of Management. Once Approved Authorisation to sign the Contract is given to the Principal.)

Where the total expenditure is greater than between **£50,000** but less than **£1,999,999** and is for the purchase of works, in the first instance the Supply Chain Manager shall check for an existing framework or contract.

If there is not an existing framework or contract, works quotations should be sought in line with the Construction Procurement Handbook assessing the risk of the works required and determining the most appropriate process whether using quotation documentation or tender documentation. Where the procurement is deemed high risk, **Procedure 10** should be followed.
A minimum of five quotations or tenders must be sought advertised to named Suppliers /Contractors, using the Quick Quote process where possible, via Public Contracts Scotland.

If there is not an existing framework or contract, the process will be a tender procedure as per the Procurement Journey and in line with the Construction Procurement Handbook subject to the Procurement Reform (Scotland) Act 2014 and Procurement (Scotland) Regulations 2016.
A Procurement Initiation Form shall be completed by the Dept and sent to the Supply Chain Manager.

A Tender Strategy shall be completed by the Supply Chain Manager in conjunction with the Dept which considers market research, procurement approach, timescales, Sustainable Procurement Duty, General Data Protection Regulations, cyber security implications, other risks and how these shall be mitigated during the tender process.
Evaluation criteria shall be based on the Most Economically Advantageous Tender (MEAT) with clearly stated price/quality evaluation criteria, weightings and a scoring methodology in the tender document.

Once the Quotation process is completed, A tender outcome report shall be written by the Supply Chain Manager and approved by the principal/SLT or by the Board of Management if over **£125k.**
When awarded, the final contract details shall be submitted to the public facing Contract Register.

Once this exercise has been completed, a Purchase Order shall be placed through Pecos and a copy of the quotation/tender attached to the Purchase Order.
The Supply Chain Manager will manage the process relating to this level of procurement.

12.9 **Regulated –Tender via PCS – Public Contracts Scotland Open Tender Advert - £2m - £4,327,500 (Procurement Procedure 11) Requires approval from the Board of Management - Once Approved Authorisation to sign the Contract is given to the Principal.**

Where the total expenditure is greater than **£2,000,000** but less than **£4,327,500** and is for the purchase of works, in the first instance the Supply Chain Manager shall check for an existing framework or contract.

If there is a framework or contract available, the Supply Chain Manager shall determine the Procurement Route (i.e., Direct Award, Ranked, and Mini Competition). If there is a direct award/ranked option, the Supply Chain Manager will issue a formal contract notice on Public Contracts Scotland and update the Contracts Register.

If there is not an existing framework or contract, the process will be a tender procedure as per the Procurement Journey and in line with the Construction Procurement Handbook subject to the Procurement Reform (Scotland) Act 2014 and Procurement (Scotland) Regulations 2016.

A Procurement Initiation Form shall be completed by the Dept and sent to the Supply Chain Manager.

A Project Strategy shall be completed by the Supply Chain Manager in conjunction with the Dept which considers market research, procurement approach, timescales, Sustainable Procurement Duty, General Data Protection Regulations, cyber security implications, other risks and how these shall be mitigated during the tender process.

Evaluation criteria shall be based on the Most Economically Advantageous Tender (MEAT) with clearly stated price/quality evaluation criteria, weightings and a scoring methodology in the tender document. The College is legally obligated to advertise the tender on Public Contracts Scotland (PCS). Once the tender process is completed, an award notice shall be placed on PCS in line with the Scottish Procurement Regulations. Once awarded, the final contract details shall be submitted to the public facing Contract Register.

A tender outcome report shall be written by the Supply Chain Manager and approved by SLT and then sent for approval to the Finance and Resource Committee.

A Purchase Order shall be placed through Pecos quoting the tender reference number with Contract Award letter attached.

The Supply Chain Manager will manage the process relating to this level of procurement.

12.10 **High Value Regulated Tender via PCS/Find a Tender - Will advertise in the Find a Tender (FTS) portal following the most appropriate process £4,327,500 > (Procurement Procedure 12) Requires approval from the Board of Management - Once Approved Authorisation to sign the Contract is given to the Principal.**

Where the total expenditure is greater than **£4,327,500**, and is for the purchase of works, in the first instance the Supply Chain Manager shall check for an existing framework or contract.

If there is not an existing framework or contract, the process will be a tender procedure subject to the Public Contracts (Scotland) Regulations 2015 and in line with the Construction Procurement Handbook(https://www.gov.scot/publications/construction-procurement-handbook/).

A Procurement Initiation Form shall be completed by the Dept and sent to the Supply Chain Manager.

A Project Strategy shall be completed by the Supply Chain Manager in conjunction with the Dept which considers market research, procurement approach, timescales, Sustainable Procurement Duty, General Data Protection Regulations, cyber security implications, other risks and how these shall be mitigated during the tender process.

Evaluation criteria shall be based on the Most Economically Advantageous Tender (MEAT) with clearly stated price/quality evaluation criteria, weightings and a scoring methodology in the tender document. The College is legally obligated to advertise the tender on Find a Tender service via PCS. Once the tender process is completed, an award notice shall be placed on PCS in line with the Scottish Procurement Regulations. Once awarded, the final contract details shall be submitted to the public facing Contract Register.

A tender outcome report shall be written by the Supply Chain Manager and approved by SLT and then sent for approval to the Finance and Resource Committee.

A Purchase Order shall be placed through Pecos quoting the tender reference number with Contract Award letter attached.

The Supply Chain Manager will manage the process relating to this level of procurement.

13 Single Source Justification form for <£25k

13.10 Where there is only one prospective supplier who can supply the goods, services or works this shall be documented on a single source justification form, attached as Appendix 5, providing a narrative as to why only one supplier can provide the requirement. This method of acquisition is an exceptional process exists.

It should not be used to avoid competition or where decisions to procure have been postponed and insufficient timelines to procure through collaborative agreements or the procurement procedures.
This must also genuinely mean that there is only one supplier and not just be convenient to use a particular supplier. Supporting evidence will need to demonstrate market testing, enquiries to other providers or provide evidence that only one supplier exist.

This process shall apply when:

7.14.1 The goods, services or works can only be provided by one supplier where reasons meet the stipulations of the Public Contracts (Scotland) Regulations 2015, Procurement Reform (Scotland) Act 2014 and Procurement (Scotland) Regulations 2016.

The single source justification form shall be approved by an authorised signatory and sent to the Supply Chain Manager for authority to proceed prior to commitment to a supplier.

Any further commitment to a supplier including purchase order or contract shall be signed by an appropriate level of authority for the expenditure value in line with the financial procedures/Level of Authorisation.

13.2 Single Source Justification that exceeds £25k (Scottish Funding Council Approval)

The Scottish Funding Council (SFC) has requirements that apply to the expenditure in excess of £25,000 (excluding VAT) for non-competitive procurements and for any Consultancy contracts that are in excess of £100,000 (excluding VAT). Approval must be obtained from SFC prior to committing expenditure to a supplier. The details of the supplementary SFC requirements can be found in the relevant SFC publications.

Advice shall be sought from the Supply Chain Manager on single source justification and use of this procedure.

Any procurements that meet the single source justification procedure shall also require a Purchase Order through Pecos.

If the SFC approve the Single Source Justification for either a one off or the value in aggregate over a four-year period over £50k ex VAT for goods and services and £2,000,000 ex vat for works, a contract award notice shall be published on PCS and added to the Contracts Register as required under the Scottish Procurement Regulations.

The publication of this public notice advertises our purchasing activity to other suppliers who could challenge the College's activity, if they feel that we have breached procurement regulations and treated them unfairly by awarding a contract without competition.

13.3 **Emergency Procurement**

In cases of a genuine **"emergency",** such as unforeseen damage and Health and Safety concerns, in these very exceptional circumstances the College can circumvent procurement procedures. Advice shall be sought from the Supply Chain Manager or Head of Finance.

Where the value is over **£50,000** for goods and services and **£2,000,000** for works either as a one-off purchase or over a period of four years, a contract award notice shall be published on PCS and added to the Contracts Register as required under the Scottish Procurement Regulations.

13.4 **External Funding Guidelines**

When external funding has been granted a procurement process aligned to the Public Contracts (Scotland) regulations 2015, the Procurement Reform (Scotland) Act 2014 and the Scottish Government Procurement Journey (as applicable to the value of spend) requires to be followed for any funding awarded externally.

13.5 Terms and Conditions

All procurements must be on the basis of the College Terms and Conditions unless otherwise agreed by the Supply Chain Manager. Staff must not sign the College to supplier terms and conditions.

All Contracts must be reviewed by the Supply Chain Manager prior to issue to a Supplier.

14. Approval

14. A Purchase Order and/or Contract creates a legal agreement between the College and a Supplier.

Purchase Orders and Contracts must be in writing and signed by an authorised signatory. They must only be approved by the person authorised to sign off to the level of expenditure in line with the Financial Regulations/Levels of Authorisation.

The College accepts no liability for verbal orders, orders made through a personal credit card or by other means which have not been subject to the College's procurement procedures.

No changes shall be made to the fabric of the college building without the prior consent of the Principalship.

Table C - Refer to Appendix 1 - Levels of Authorisation - SLC Finance Regulations pg. 32

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 Professional Services. 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

15. Developing a Specification

The specification of a quotation or tender sets out the College requirements to allow suppliers to submit a quotation or tender response. A good specification is clear, concise, without ambiguity and future proofed.
Guidance has been developed to assist Faculties and Departments in the development of a specification. This is attached as Appendix 2.

16. Evaluating a Tender

The College is open to external scrutiny in the conduct of its procurement procedures. Procurement procedures are governed by a legal and regulatory framework where the College process can be subject to challenge by suppliers. A procurement procedure must be transparent and fair throughout.

The College may be asked for feedback from suppliers on the outcome and it is imperative that the scoring and comments from tender panel members are robust to withstand scrutiny. The Supply Chain Manager shall provide feedback to suppliers on all regulated procurements.

Guidance has been developed to assist with staff involved in evaluating a tender. This is attached as **Appendix 3**.

17. Notification of Contract Award Decision (Higher Value Regulated Procurement Threshold nos. 6 & 12)

When you are ready to award your tender the Supply chain Manager will send a specific notification to tenderers (the Standstill Notice), which commences a standstill period.

By using a standstill notice the Supplier Chain Manager must inform each tenderer as soon as possible of the contract award decision reached.

The standstill period is 10 days where the standstill notice is sent to all tenderers by electronic means. The 10 days end at midnight at the end of the 10th day after that on which the last notice is sent.

A standstill period can be waivered under the following conditions:

- Only one bidder
- Use of a Framework Agreement (as the Framework Agreement has already been through the standstill process)

If unsuccessful tenderers have any concerns about the process, and/or its outcome, they will raise them during the standstill period.

18. Debriefing

A supplier can request a debrief in the form of a letter. This letter will contain agreed comments taken from the moderation meeting. That is why it is important that all evaluation comments are robust to withstand scrutiny.

19. Award and Contract Award

You can award the contract:

• once the standstill period has elapsed with no challenge from unsuccessful tenderers

• when you have obtained internal approvals from the Principal/Board of Management (if applicable)

Publication of a Contract Award Notice is mandatory for all higher value regulated procurement threshold exercises.

20. Contract Management

Contract Management is the process by which a contract or agreement is managed to ensure effective supplier performance and contract compliance. Procurement has developed a standard approach to contract and supplier management for use on college contracts. This standard approach will assist in identifying and managing contract risks, drive contract compliance and performance, realise anticipated benefits, minimise scope creep, facilitate continuous improvement and improve market awareness.

Once a contract is in place, the lead dept shall take ownership of the contract and manage this aligned to the standard approach. Procurement shall assist in the management of strategic contracts.

Guidance has been developed which aims to simplify the steps and provides templates of the various documents used within this process. This is attached as Appendix 4.

21. New Supplier Forms

Before completing a new Supplier Form, ensure that the supplier is not already on PECOS by checking with Accounts Payable.

If a new supplier is required, the following information should be provided:

- Full company name – not just a trading name;
- Company registration number if they are a limited company (this should be consistent with above);
- VAT number if VAT registered;
- Full postal address;
- Telephone and email details;
- Details of the type of purchase / supplier selection and quotation process;
- Bank details.

This form will not be processed if:

- Not signed by Head of Service
- No bank details.
- No description of Goods, Services or Works.

All supplier details must be provided on Company headed paper before it will be processed by Finance.

Please note this is an internal document for Finance purposes and should not be sent to the Supplier for completion.

22. Training

The Supply Chain Manager can also offer training for the following on an individual or group basis:

Procurement: Overview – Induction Training

Procurement: Budget Holders – Procuring within SLC

Procurement: Board Members – How SLC procure.

Contract management: How to manage a contract.

Bespoke one 2 one training can be provided on request.

23. Appendices

The following appendices are attached and should be read in conjunction with this policy and procedure:

Appendix 1 – Procurement Flowchart

Appendix 2 – Writing a Specification Guidance

Appendix 3 – Evaluation a Tender Guidance

Appendix 4 – Contract Management Guidance

Appendix 5 – Single Source Justification Form

Appendix 6 – Procurement Initiation Form

20. Definitions

Advanced Procurement for Universities and Colleges (APUC Ltd)	means APUC (Advanced Procurement for Universities and Colleges) Limited is the procurement Centre of expertise for Scotland's Universities and Colleges.
Construction Procurement Handbook	Is guidance for public sector contracting authorities on the procurement of construction works.
Contract	means a formal agreement between Contracting Parties (college and contractor/supplier) to provide goods, services or works.
Contract Award Notice	means a notice that is published on Public Contracts Scotland which notifies the general public that a contract has been awarded.
Contract Notice	means a notice that is published on Public Contracts Scotland which notifies the general public of a contract opportunity.
Contract Term	means contract commitment for a maximum period of 4 years or as defined in the Contract.
Direct Award	means where a contract can be issued to one supplier via a Framework Agreement without seeking other quotations/bids from other contractors/suppliers.
Find a Tender	is an electronic contracts advertising portal which contains details of public contracting opportunities across the UK.
Framework Agreement	means an existing agreement where the suppliers/contractors have been vetted for qualification and the suppliers/contractors have been appointed to deliver the services.
Invitation to Quote	means an invitation to quote issued via PCS or via email/Telephone to a minimum of 3 Contractors/Suppliers to seek a formal quotation.
Invitation to Tender	is issued via PCS to interested Contractors/Suppliers for Regulated Procurements to seek a formal bid.
Legislation	means the Procurement Legislation which includes Public Contracts (Scotland) Act 2015, Procurement Reform (Scotland) Act 2014 & Procurement (Scotland) Regulations 2016 and any subsequent amendments.
Mini Competition	means a process where you can request quotations from the suppliers/contractors from a Framework Agreement.
Procurement Journey	is Scottish Government guidance for public sector buyers who procure goods, services and care and support services.

Public Contracts Scotland (PCS)	is an electronic Scottish contracts advertising portal which contains details of contracting opportunities within Scottish Local Authorities, NHS Scotland, the Scottish Government; Agencies and Non-Departmental Public Bodies, Higher and Further Education and the Emergency Services
Public Contracts Scotland Tender (PCS-T)	PCS-Tender is the national e-Tendering system and is centrally funded by the Scottish Government. The system is a secure and efficient means for buyers and suppliers to manage tender exercises online. It is used mainly for Regulated Contracts.
Ranked	where a Contract can be issued to the supplier who is listed as the 1st Ranked Supplier via a Framework Agreement without seeking other quotations/bids from other Contractors/Suppliers
Regulated Procurement	means when the estimated value of the goods, services and works exceeds the thresholds as detailed in (*Section 12 – Procurement Thresholds and Procedures – Table A - Goods & Services – 5-6 and Table B -Works– 11-12)*
Scottish Funding Council (SFC)	is the national, strategic body with responsibility for funding further and higher education, research and other activities in Scotland's Colleges, universities and other higher education institutions. Its funding decisions support the Scottish Government's national priorities.

BOARD OF MANAGEMENT

DATE	26 May 2026
TITLE OF REPORT	Procurement Strategy 2026-27
REFERENCE	09.0
AUTHOR AND CONTACT DETAILS	Sue Hampshire, Procurement Manager Sue.hampshire@slc.ac.u.
PURPOSE:	To update the Board on the Procurement Strategy for 2026-27
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • review contents of the Strategy; and • note its alignment with the College Strategy for 2025-2030 and the Scottish Funding Council's Outcomes Framework
RISK	The main risks are: • **Legal and regulatory**: Preparation of this strategy ensures legislative compliance with the Procurement Reform (Scotland) Act 2014. • **Financial:** The absence of a strategy may lead to poor financial decision making through inefficient procurement activities that do not align to strategic goals. • **Governance:** The Board of Management have oversight of financial and procurement practices. Absence of a strategy undermines assurance and weakens governance reporting. • **Reputation**: Stakeholders expect colleges to demonstrate ethical, sustainable, and transparent procurement. Failure to do so risks reputational harm with students, staff, and the wider community.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• The Strategy is an example of best practice across the Scottish College sector. The Strategy aligns with the College Strategy 2030 and the Scottish Funding Council's Outcomes Framework. It is subject to annual review to ensure compliance with the Procurement Reform (Scotland) Act 2014. • The College's annual spend profile is approximately £3.5m (2023/24 £3.2m), with £3.1m (2023/24 £2.6m) designated as influenceable spend and £0.4m (2023/24 £0.6m) as non-influenceable spend (meaning no competitive market exists e.g. utilities provision).

	• The Procurement mission is to develop objectives and policies relating to the management, efficiency and effectiveness of procurement to obtain best value for money from everything purchased.
	• The mission ensures that all procurement activities are carried out in the best interests of the College to support the College's Strategic Priorities and Objectives.
	• The Procurement objectives therefore include
	  o developing partnerships with other publicly funded bodies and professional bodies with supply markets that will yield intelligence, innovation and deliver value to users of procurement services;
	  o seeking out professional development opportunities to enrich and enhance experience and capability of procurement practitioners; and
	  o developing sound and useful procurement management information in order to measure and improve procurement and supplier performance.

South Lanarkshire College

Procurement Strategy

01 August 2026 – 31st July 2027

Version number 1.0

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Version History

Version Number	Date	Author	Rationale
1.0	20/04/2026	Sue Hampshire	Procurement

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**

Need help with accessibility? Click **HERE** to view our accessibility pages.

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Procurement Strategy 1 August 2026 to 31 July 2027

This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014 and other relevant legislation. It is aligned with the College's and the Scottish Funding Council's Outcomes Framework as detailed in our Scottish National Outcomes and South Lanarkshire College's Strategic Framework 2025 – 2030.

South Lanarkshire College is not required to meet all the elements of the legislation however to follow good practice shall comply with the following:

- Publish a procurement strategy and action plan;
- Maintain a public contracts register on an external website;
- Increase the compliance of our regulated procurements;
- Publish an annual procurement report; and
- Meet the sustainable procurement duty.

<u>Background</u>

South Lanarkshire College organisation chart is as follows.

Principal

Vice Principal Finance Resources and Sustainability	Vice Principal Student Experience and Innovation

Head of People Services	Head of Digital	Head of Business Innovation*	Head of Facilities	Head of Finance	Head Of Curriculum	Head of Student Services	Head of Quality
Depute Head of People Services	Depute Head of Digital	Depute Head of Business Innovation	Depute Head of Facilities	Depute Head of Finance	Depute Head of Curriculum	Depute Head of Student Services	Learning, Teaching & Innovation Manager
Health & Safety Advisor	Student Information Manager	2 FTE Business Innovation Managers	Sustainability Officer	Management & Systems Accountant	8 FTE Curriculum Quality Managers	Student Experience & Services Manager	Compliance & Assurance Officer
Equality and Engagement Officer				APUC Supply Chain Manager	4 FTE Curriculum and Quality Leaders	Marketing & Comms Manager	

Procurement Strategy

This Strategy sets the College challenging but realistic goals for the development of our procurement activities which will be subject to a regular and transparent review.

The successful implementation of this Strategy can only be achieved by everyone involved in the procurement of goods and services on behalf of the College, working in partnership with our Procurement function, and collaboratively with our partners across the wider education and public sector. It is vital that all staff contribute to the future sustainability of our College. In terms of procurement, this will be measured through collaborative efforts across the College and the reinvestment of resulting savings and efficiencies from our procurement activities.

The College also recognises itself as an anchor institution within the local community and through its Procurement Strategy, seeks to create resilience in the communities it serves. As a result, the College will ensure it engages widely with its local supply market on an ongoing basis, actively taking steps to make it easier for

We aim to enhance our students' learning experiences and outcomes and to meet our aspirations as set out in our College's Vision, Mission and Values as follows:

Vision

To Inspire and transform lives through inclusive, innovative and sustainable education.

Mission

Delivering excellence in skills-based education to the workforce of the future creating social and economic value for individuals, businesses and the communities we serve through first-class teaching, learning and support.

Values

- **Togetherness** – Visionary and transparent leadership, common purposeful goals and build on values.
- **Connectedness** – Meaningful participation in decision-making, a listening organisation and developing collaboration.
- **Recognition** – Culture of values-based recognition, celebration of individual and team contributions and effective, frequent praise.
- **Enablement** – Providing valuable feedback, developing manager effectiveness and individualised training and development.
- **Motivation work –** Autonomous working, learning organisation and meaningful work.

Formation and Approval of the Procurement Strategy

The formation of this Strategy has been guided throughout by the College's Finance Department and the Supply Chain Manager, as well as obtaining feedback from the Principalship. The Strategy was agreed as appropriate for the College by the Finance and Resources Committee of the Board of Management.

This Strategy has also been 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 will be reviewed annually in compliance with the Procurement Reform (Scotland) Act 2014 thus maintaining the alignment of our procurement activity with our broader priorities and allow the College where necessary to revise the Strategy and its related Action Plan.

Please refer to Annex A for a process flow on the application of the Procurement Reform (Scotland) Act 2014, the Procurement (Scotland) Regulations 2016 and the Public Contracts (Scotland) Regulations 2015 and the key strategic and operational requirements therein.

1. Context

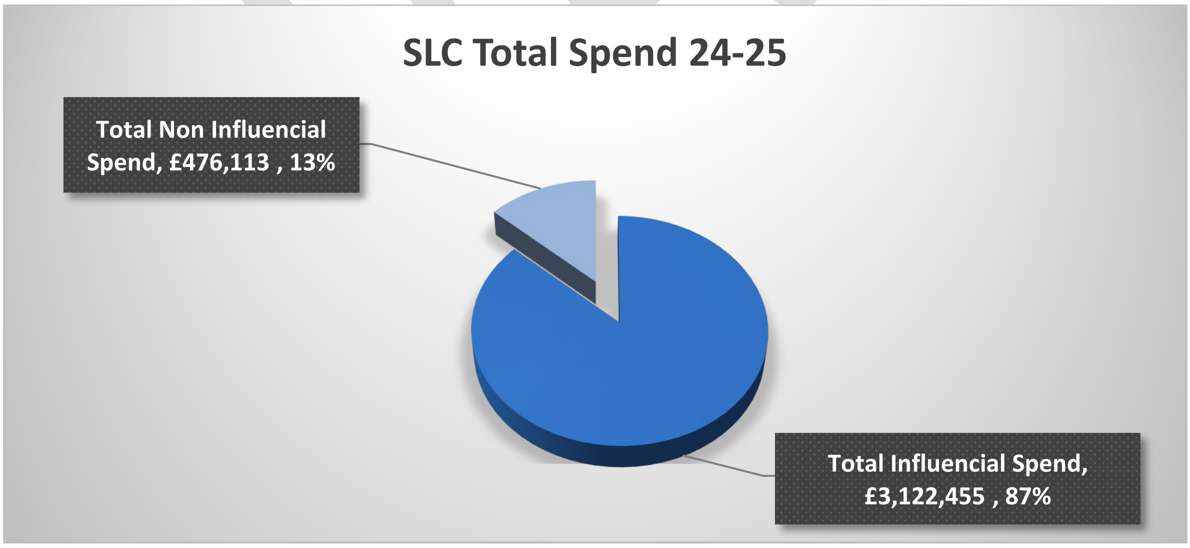
This Procurement Strategy provides the framework within which the procurement activities of the College can develop and help support our Strategic Priorities and Objectives which are 3 fundamental procurement processes: Strategic Sourcing, Supplier Management and Contract Management. It can also be understood as a procurement improvement journey based on a clear understanding of where the College is currently, in terms of our procurement practice, where we need to be, and how we should get there.

As above, the College has agreed, although not a legal obligation, to have and maintain a Procurement Strategy as part of the requirements of the Procurement Reform (Scotland) Act 2014, which provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved procurement practice.

The Act focuses on a small number of general duties on contracting authorities regarding their procurement activities and some specific measures aimed at promoting good, transparent and consistent practice in procurement processes detailed in section 6.

2. Spend Report

The College's annual spend profile is displayed in the graph below with a total non-pay spend in the region of £3.5m (2024-25) made up of approximately £3.1m influenceable spend and £0.4m non-influenceable spend.



(Non-Influenceable spend is where there is no competitive market i.e. utilities provision. Influenceable spend can be competitively tendered in the market.)

The College's annual influenceable procurement spend of approximately £3.1m comprises of £2,280,276 of regulated spend (above threshold) and £842,179 of unregulated spend (below threshold).

This Strategy recognises that the procurement practice is based on the Scottish Model of Procurement which sees procurement as an integral part of policy development and service delivery. It is essentially about achieving the best balance of cost, quality and sustainability through:

- Improving supplier access to public contracts;
- Delivering savings and benefits;
- Maximising efficiency and collaboration;
- Embedding sustainability in all we do.

A key element of this Strategy is about moving the balance of procurement effort away from the buyer or tendering phase and towards a greater emphasis on the planning and post contract phases of procurement. Included in this is an increasingly greater engagement with our stakeholders both internal and external.

3. Procurement Mission

The procurement of goods, services and works is a key process within the College.

The Procurement function enables the College to develop objectives and policies relating to the management, efficiency and effectiveness of procurement to obtain best value for money from everything we purchase and ensure all procurement activities are carried out in the best interests of the College to support the College's Strategic Priorities and Objectives.

To achieve this, Procurement will ensure that the College:

- understands and responds to internal and external stakeholders' business needs and challenges and constantly changing market conditions;
- will seek, establish and maintain supplier relationships to enhance the service it provides whilst obtaining best value for money and value-added services;
- will strive to improve processes to facilitate a streamlined approach for all campuses, that drive innovation and reduce transactional costs through continuous improvement of the procurement process;
- will take a lead role on strategic procurement initiatives;
- will always remain open and act in a transparent and proportionate manner in all of our procurement activities; and
- will conduct all regulated procurements in line with the College's Procurement Policy.

4. Procurement Policy

The College's Procurement Policy and Procedures set out our operational framework of how we 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.

5. Strategic Procurement Objectives

The strategic procurement objectives form the core of the Procurement Strategy. These are defined below:

- To work with internal budget holders and professional support service colleagues and suppliers to deliver innovation and best value to the learning, research and service support communities through the development of an effective and co-ordinated purchasing effort within the College;
- To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities;
- To embed sound, ethical, social and environmental policies within the College's procurement function, respond to the climate emergency and to comply with relevant Scottish and UK legislation in performance of the Sustainable Procurement Duty;
- To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services;
- To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students;
- To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in support of corporate planning conducted through fair and transparent process.

The Public Procurement Group (PPG) in Scotland provides strategic direction, support and monitors progress on the procurement reform agenda with all their activity relating to the four 'power of procurement' outcomes below enabled by procurement capability, supplier development, engagement and collaboration. The College shall support the vision of the Public Procurement Strategy for Scotland 2023 to 2028 and delivery of its objectives, namely to conduct its procurement activity in a way which is:

- Good for Businesses and their Employees;
- Good for Places and Communities;
- Good for Society;
- Open and Connected.

The strategic procurement objectives have been aligned with the SFC's Outcomes Framework, the Scottish National Outcomes and the Strategic Priorities in the College's Strategic Framework 2025-2030 namely:

	1	2	3	4
STRATEGIC	Student Experience (College) High Quality Learning and Teaching Student Interests, Access and Success Good Governance (Outcomes Framework)	People and Culture Development (College) High Quality Learning and Teaching Good Governance Skills and Work Based Learning (Outcomes Framework)	Growth and Innovation (College) Good Governance Innovation Equalities, Diversity and Inclusion (Outcomes Framework)	Sustainability (College) Net Zero High Quality Learning and Teaching Good Governance Estates and Infrastructure (Outcomes Framework)
STRATEGIC PROCUREMENT OBJECTIVES	To work with internal academic budget holders professional support service colleagues and suppliers to deliver innovation and best value to the learning, research and service support communities through the development of an effective and co-ordinated purchasing effort within the College.	To seek out professional development opportunities and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of the contracts for the benefit of customers and students. To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services.	To promote the delivery of value for money through good procurement practice and optimal use of the procurement collaboration opportunities. To develop sound and useful procurement management information in order to improve procurement and supplier performance in support of corporate planning conducted through fair and transparent process.	To embed sound and ethical social and environmental policies within the College's procurement function, respond to the Climate Emergency and to comply with relevant Scottish and UK Legislation in performance of the Sustainable Procurement Duty. To promote the delivery of value for money through good procurement practice and optimal use of the procurement collaboration opportunities.

These objectives are measured and supported in three ways; through the Procurement Action Plan – Appendix 1, through our participation in the Scottish Government's Operational Procurement Review (OPR) and through the publication of an Annual Procurement Report (Section 7).

6. Ensuring compliance with general duties and specific measures of the Procurement Reform (Scotland) Act 2014

Introduction

As required by the Act the College must comply with a number of general duties and some specific measures which will be embedded in our Tendering Policy or in the Procurement Action Plan (Section 8 and Appendix 1) but for clarity and to ensure full compliance with the Act, these are stated below:

General Duties and Specific Measures	Action
Contribute to the carrying out our function and the achievement of our purposes	The College will analyse its non-pay expenditure to identify 'Regulated Procurements' in line with the Scottish Government Procurement Journey as follows: Regulated Procurements – Route 3 Goods and Services > £173,100 ex vat Works > £4,327,500 ex vat and; Regulated Procurements – Route 2 Goods and Services between £50,000 and £173,100 ex vat Works between £2,000,000 and £4,327,500 ex vat These thresholds apply to the College as an "other public sector contracting authority". The College will sort regulated procurements into procurement categories and consider appropriate and effective consultation that aligns individual procurement strategies, with the College's own aims and objectives, and in turn to the objectives as detailed in the College's Regional Outcome Agreement. A two year forward contract plan will be published annually providing structured and efficient contract planning across the College. The College will review the online ordering system, Pecos, with a view to maximising its use. The College will consider where appropriate the effective use of contract and supplier management to monitor and further improve the regulated procurement outcomes.
Deliver value for money	Value for money as defined by the Scottish Model of Procurement is not about cost and quality, but about the best balance of cost, quality and sustainability. The College through its Procurement Policy and Procedures will seek to consistently apply the above principles albeit the balance of cost, quality and sustainability will vary for a regulated procurement depending on the particular commodity, category and market. We will work with stakeholders to determine the most appropriate balance of these factors using tools such as the sustainability test. The College will consider the whole-life cost of what is being procured and when applying the above principle of value for money, ensure that it does so in a clear, transparent and proportionate manner; in line with the World Trade Organisation (WTO) Agreement on Government Procurement (GPA) Principles of non-discrimination,

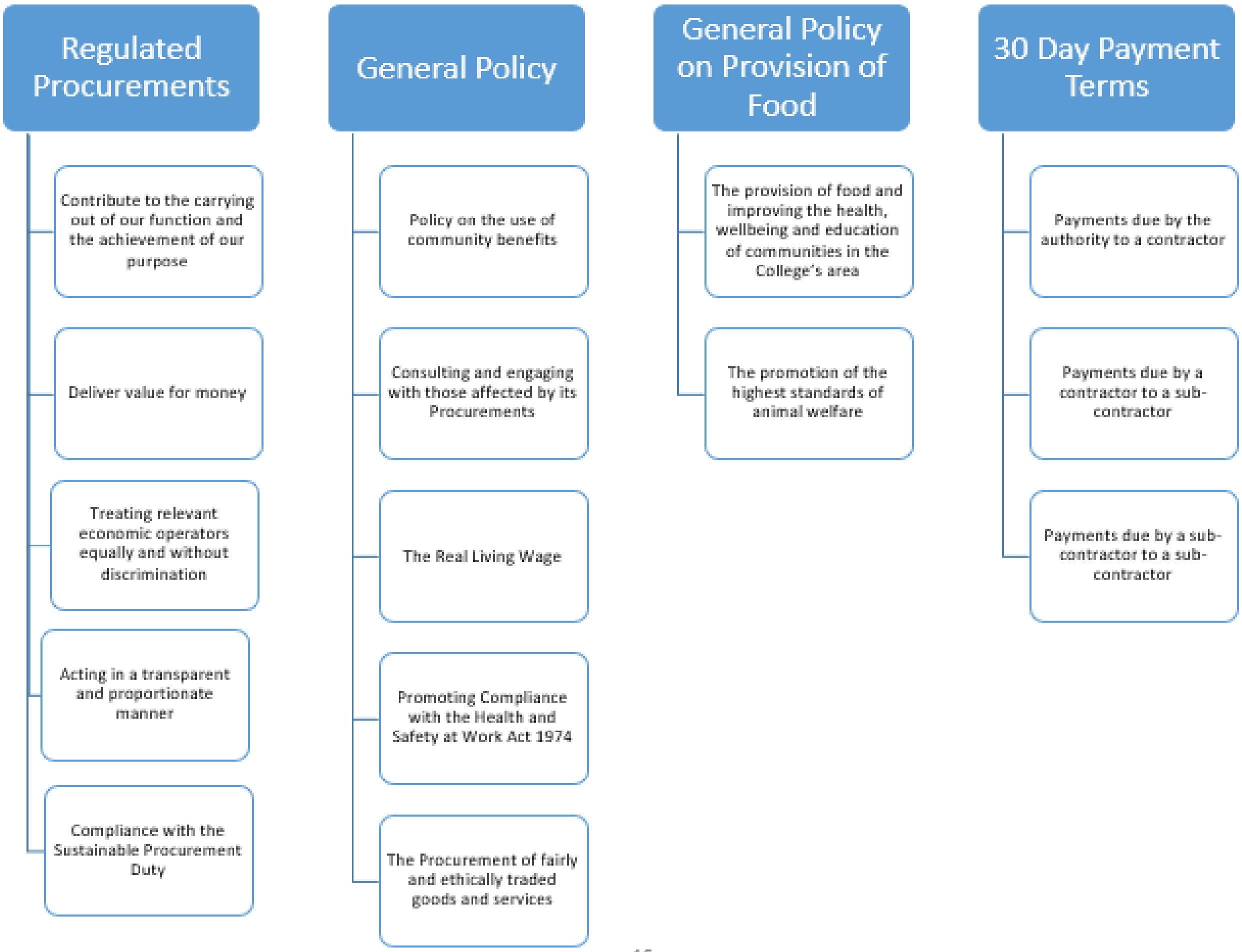
	transparency and procedural fairness, and in complying with the general duties of the Act as well as the sustainable procurement duty. The College will monitor delivery of value for money through use of the Hunter tool which records local contract and framework savings, community benefits, sustainability benefits and added value services achieved.
Treating relevant economic operators equally and without discrimination	The College will conduct all its regulated procurements in compliance with the principles of non-discrimination, transparency, procedural fairness and will consider early engagement with the supply market where relevant, prior to the publication of a contract notice. All regulated procurements will be posted on portals such as Public Contracts Scotland (PCS) and Public Contracts Scotland-Tender (PCS-T). We shall strive to ensure the appropriate use of separate lots with straightforward output-based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible. A Procurement Risk Register has been developed in line with SLC's Strategic Risk Register, which will be updated on a regular basis and provided to SLT Quarterly.
Acting in a transparent and proportionate manner.	The College will ensure it engages widely with its local supply market on an ongoing basis and through the College's Procurement Policy and will mandate the use of clear and precise language in its specifications. It shall ensure contracts are awarded using appropriate quality, risk and sustainability factors as well as cost according to declared score weightings specific to each contract. The College will actively take steps to make it easier for small and local businesses to bid for contracts through the use of Public Contracts Scotland and Quick Quotes, by the provision of training and/or the provision of information on third party training opportunities to build suppliers capability to better navigate the public tender process and by publishing contracts register to highlight contracts that local suppliers may be interested in bidding for. Through the Annual Procurement Report, we shall publish a two year forward contract plan and by publishing contracts register, these shall highlight contracts that local suppliers may be interested in bidding for.
The Sustainable Procurement Duty	The College will seek to take account of climate impacts and the circular economy in its procurement activity contributing to the College's pledge to join the United Nations' climate change campaign in the Race to Net Zero, the Scottish Colleges Statement of Commitment on the Climate Emergency and the Supply Chain Climate and Ecological Emergency Strategy. It will also seek to involve SMEs, third

	sector bodies and supported businesses in our procurement activities. In so doing, these areas shall benefit not only the College but the Lanarkshire region as well as contribute to the wider global climate agenda. The Procurement Manager will work with stakeholders to further develop From Now to 2030 (FNT2030) commodity category plans to identify climate change benefits through high priority commodity categories including Energy, Food, Furniture, ICT, Travel and participate in the Procuring Sustainable Goods and Services Workgroup on behalf of the HE/FE Sector. The College has a Climate Change Emergency Action Plan (CCEAP) May 2025. CEEAP is updated and agreed twice a year with the Senior Leadership Team (SLT), Finance and Resources Committee (FRC) and the Board of Management (BOM). The CEEAP covers the following: - Review and update of the Sustainability Policy & Climate Change and Risk Assessment, - Exploring alternative sources of income and funding, - Showcasing good practice throughout the College and wider community, which includes embedding climate change actions within the College Community discussed at Curriculum and Department reviews. - Achieve Carbon Literate Organisation Standard. - Rolling out Carbon literacy training to be available to staff and students. - Embed sustainable behaviours through staff induction and development. - Complete Leaders Climate Emergency checklist. - Climate Change Action Team (CCAT) to include colleagues from across all curriculum areas to engage and enhance sustainable behaviours within learning and teaching. To support compliance with the Sustainable Procurement Duty, the College will ensure, as part of the tender process, through the use of appropriate declarations relating to supply chains, human trafficking, serious organised crime, and also through evaluation criteria, that it only awards regulated contracts to suppliers who are capable, reliable and, where relevant to the procurement, that they meet the highest ethical standards and values in the conduct of their business. The College shall make use of available tools and systems such as the Sustainability Test, Life Cycle Impact Mapping and EcoVadis where relevant and proportionate to the scope of the procurement. Use of these tools shall inform specification development contributing to sustainable supplies and services with potential impact on the wider sustainability agenda including climate change.

	The revised Procurement Policy and Procedures will set out processes that enable the College to impact climate change through procurement. They will reflect a change in buyer behaviour and ensure that consideration is given to climate impact for all procurements regardless of value e.g. consideration should be given to whether there is a need to procure at all and to consider the circular economy. This will take time to embed in the College. Procurement shall promote positive climate impact in any training and awareness sessions. With regards to the Public Sector Equality Duty (PSED) under the Equality Act 2010, the College (as a Public Authority), as part of its policy and procedures, it gives due regard to the need to: - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act; - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The College shall use the APUC Hunter System to record benefits resulting from implementation of these processes and include in the Annual Procurement Report. As an affiliate member of Electronics Watch which works to improve worker's rights in public sector supply chains, the College, through its membership, shall continue its contribution to the wider ethical procurement agenda.
Policy on the use of community benefits	The College will consider for each of its procurements over £4m how it can improve the economic social or environmental wellbeing of the Lanarkshire region through the inclusion of community benefits clauses aligned with the College's own strategic outcomes as well as a number of Scottish Government's National Outcomes namely: - We have a globally competitive, entrepreneurial, inclusive and sustainable economy; - We are well educated, skilled and able to contribute to society; - We are creative and our vibrant and diverse cultures are expressed and enjoyed widely; - We value, enjoy, protect and enhance our environment. Examples of the scope of community benefits clauses will include the delivery of training opportunities or subcontracting opportunities within the Lanarkshire Region relevant and proportionate to the particular procurement. The College will strive to engage with internal stakeholders including students where relevant as well as engage with

	the local and wider supplier community to ensure suppliers understand the use of community benefits and how to respond where they are included. Where possible and proportionate, such clauses are considered in procurements below £4m. A Community Benefits Register (CBR) has now been developed and will be updated regularly and reported to SLT quarterly.
Consulting and engaging with those affected by its procurement	The College will take note of available good practices/principles of engagement including those detailed in the National Standards for Community Engagement as well as ensuring procurement staff have or will be developed to have the relevant communication and engagement skills. Training will be delivered to those involved in procurement to ensure they understand their role. The College will consider within each procurement, the community affected by the resultant contract and ensure any affected organisations/persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other similar institution's needs). Such consultation will always be on a scale and approach relevant to the procurement in question. All of the above will be embedded in the College's procurement practice.
The Living Wage	The College recognises the value of a well-motivated and dedicated workforce both in its own organisation and in those of its suppliers. South Lanarkshire College is an accredited Living Wage Employer. In compliance with the Act the College will consider, before undertaking a procurement, whether it is relevant and proportionate to make the real Living Wage a condition of contract or include a question on fair work practices along with the other relevant criteria, whilst ensuring the appropriate balance between quality and cost of the contract, paying regard to the statutory guidance on Fair Work First.
Promoting compliance with the Health and Safety at Work Act 1974	The College is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health & Safety legislation. Where appropriate, and on a contract-by-contract basis, the College will assess the legislation applicable to the procurement and take steps to ensure bidders comply with such legislation. Where appropriate, the College will also seek to assess the compliance of subcontractors.
The procurement of fairly and ethically traded goods and services	The College supports the sourcing of goods that are fairly and ethically traded. Where directly relevant, it shall make use of appropriate standards and labels in its procurements to take account of fair and ethical trading considerations as well as

	considering equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification.
The provision of food and improving health, wellbeing and education of communities in the College's area, and the promotion of the highest standards of animal welfare	The College will find practical ways to supply healthy, fresh, seasonal, and sustainably grown food which represents value for money whilst improving the health, wellbeing and education of our teaching and learning communities, coupled with promoting the highest standards of animal welfare. The College will work to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services and will use available good practice as guided by TUCO. The College uses APUC Framework Agreements for our requirements for food and a supplier is appointed via open tender for our catering services. All goods supplied must comply with the product specific regulations made under the Food Safety Act 1990 and with the Food Hygiene (Scotland) Regulations 2006 and any subsequent amendments as applicable to the UK.
Payment terms	The College recognises the importance of paying suppliers promptly once a service has been performed or goods delivered and that late payment is particularly detrimental to SMEs, third sector bodies and supported businesses. The College will comply with Late Payment Legislation and the Scottish Government policy guidance on prompt payment in the supply chain assessing past payment performance where appropriate. It will review on a contract-by-contract basis whether such obligations should be enforced and monitored further down its supply chain.



7. Annual Procurement Report

7.1 Statutory Requirement

In accordance with requirement of the Procurement Reform (Scotland) Act 2014, although not a legal obligation, to adhere to good practice the College shall publish an Annual Procurement Report after the College's financial year end describing as required by the Act how it has discharged its obligations under the Act and how it has exercised discretion and judgement as permitted by the Public Procurement rules to secure strategic objectives in compliance with the Act.

This report shall provide a commentary on the progress of this Strategy and its Action Plan.

7.2 Contents of the Annual Procurement Report

The Annual Procurement Report in compliance with the Act contains as a minimum the following:

7.2.1 A summary of the regulated procurements that have been completed during the year covered by the report;

7.2.2 A review of whether these procurements complied with the Procurement Strategy;

7.2.3 To the extent that any regulated procurements did not comply, a statement of how the College intends to ensure that future regulated procurements do comply;

7.2.4 A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year of the report, including for example, apprenticeships completed, curriculum support activities business support activities, support to communities and resource efficiencies achieved in terms of materials, waste or water.

7.2.5 A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report;

7.2.6 A summary of the regulated procurements the College expects to commence in the next two financial years;

7.2.7 A summary of benefits that have had a positive impact on climate change;

7.2.8 Such other information as the Scottish Ministers may by order specify and where applicable that demonstrate compliance with other legislation that places specific requirements on the College with respect to its procurement activities. The College will also consider including:

7.2.8.1 What it has learned from its consultations and engagement with stakeholders and those affected by its procurements, and what it is doing to respond to these views;

7.2.8.2 What it is doing to improve its performance and impact, drawing on relevant information – for example spend analysis – and what improvements have been achieved since its last report; and

7.2.8.3 How it is working with other bodies - for example procurement centres of expertise or partner Colleges – to maximise effectiveness and efficiency.

The College will seek to publish its Annual Procurement Report in an inclusive way that considers equality and accessibility issues and allows stakeholders to form a clear view of the College's performance.

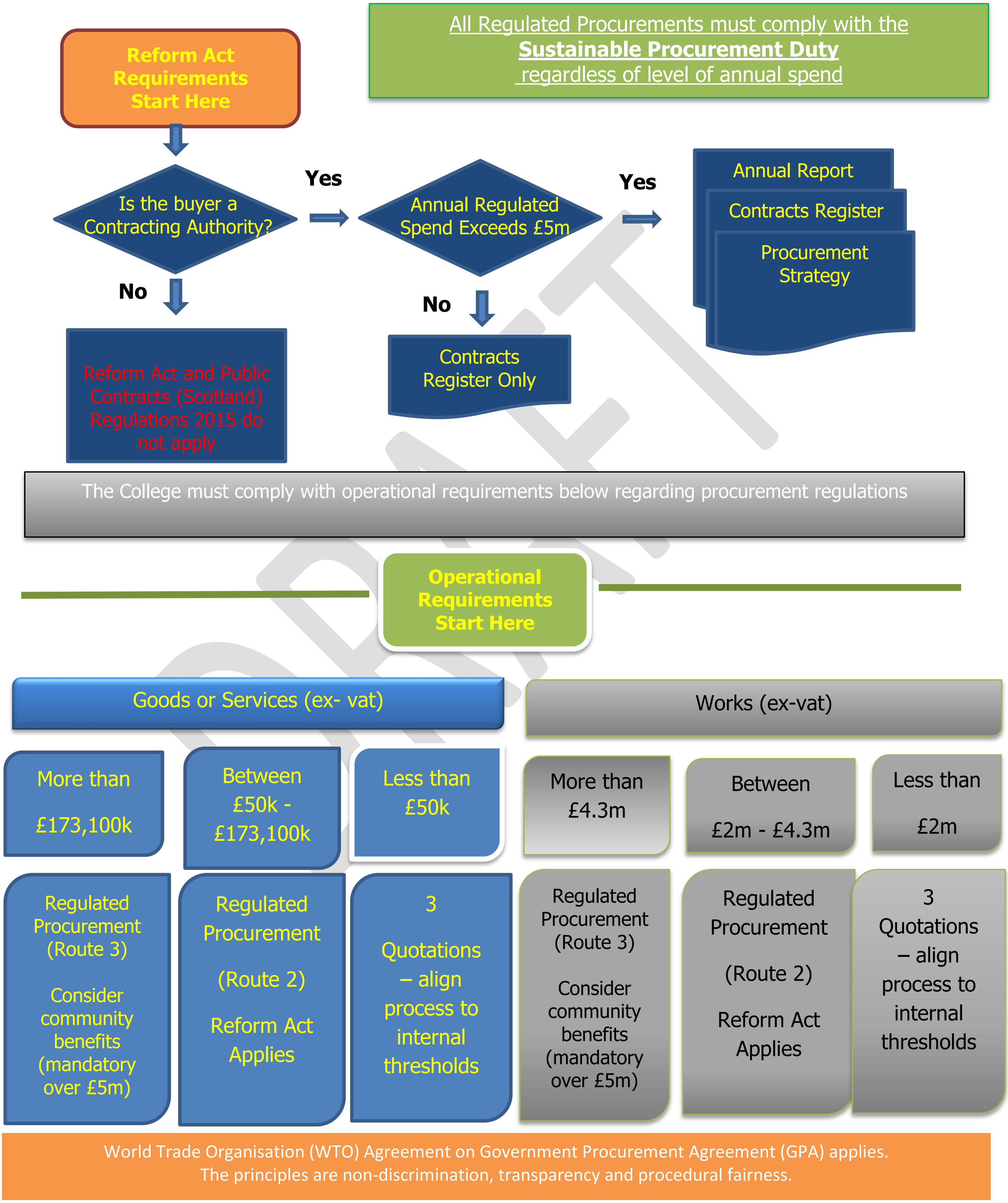
8. Procurement Action Plan

8.1 The Procurement Action Plan (attached as Appendix 1) consists of a number of specific actions and commitments in relation to each of the strategic objectives and their desired outcomes these are also cross referenced to the relevant section of the Operational Procurement Review (OPR).

Progress against this Action Plan will be regularly monitored by the College's Supply Chain Manager.

As part of the formal annual review of this Strategy, as indicated in Appendix 1, this Action Plan will be reviewed and updated as required, to maintain alignment of the College's procurement activity with its broader priorities.

ANNEX A Process Flow



ANNEX B - Linked Policies/Related Documents

a. Annual Procurement Report
b. APUC Ltd (Advanced Procurement for Universities and Colleges)
c. APUC Responsible Procurement
d. Community Benefit Clauses
e. Community benefit requirements in major contracts Section 25(1)
f. Contracts Register
g. Fair Work First
h. General Duties Procurement Reform (Scotland) Act 2014 (section 8)
i. Government Procurement Agreement (GPA)
j. National Outcomes
k. National Standards for Community Engagement
l. Procurement Equality Duties
m. Procurement Reform (Scotland) Act 2014
n. Procurement Strategy
o. Prompt Payment in the Supply Chain
p. Public Contracts Scotland
q. Public Contracts Scotland - Tender
r. Public Procurement Strategy for Scotland
s. Regulated Contracts
t. Scottish Funding Council's Outcomes Framework
u. Scottish Government's Procurement Journey
v. Scottish Living Wage (real Living Wage)
w. Scottish Model of Procurement
x. South Lanarkshire College Strategic Framework 2025-2030
y. South Lanarkshire College Contracts Register
z. Statutory Guidance under the Procurement Reform (Scotland) Act 2014
aa. Supplier Development Programme
bb. Supply Chain Climate & Ecological Emergency Strategy 2022-2030
cc. Sustainable Procurement Duty
dd. Sustainable Procurement Processes (section 3.4.1 Statutory Guidance)
ee. The Late Payment of Commercial Debts (Scotland) Regulations 2015
ff. WTO (World Trade Organisation)

BOARD OF MANAGEMENT

DATE	26 May 2026
TITLE OF REPORT	Draft Estates and Infrastructure Approach
REFERENCE	10.0
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	To advise Members of the recent draft of the Estates and Infrastructure Approach intended to complement the College's Strategy 2030.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • Note, comment and approve the Estates and Infrastructure Approach, • Note that the College commits to aligning its space utilisation management and related key performance indicators (KPIs) to the approach outlined in the Guidance on Effective Management of Space for Scotland's colleges and relevant appendices will be brought to the next Committee and Board cycle for approval.
RISK	The absence of an Estates Strategy exposes the College to the following risks: • **Financial inefficiency** — Without a clear plan, maintenance and capital spending become reactive, leading to higher costs, poor asset utilisation, and missed funding opportunities. • **Compliance and safety failures** — the College risks breaching statutory obligations under health and safety, accessibility, and environmental legislation (including PBCCR and net-zero duties). • **Strategic misalignment** — Estates' decisions may not support curriculum delivery, digital transformation, or sustainability objectives, weakening the college's ability to meet learner and community needs. • **Operational disruption** — Unplanned maintenance or inadequate space planning can interrupt teaching, research, and student services. • **Reputational damage** — Poor facilities management undermines student experience, staff morale, and public confidence in the institution's governance. • **Environmental non-compliance** — Without a strategy, the college may fail to meet sustainability targets,

	energy efficiency standards, or waste reduction commitments.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• The Estates and Infrastructure Approach ensures that the college's physical assets are safe, efficient, sustainable, and fit for purpose, aligning with national frameworks such as the Scottish Funding Council's Estate Management Guidance and Net Zero 2045 targets. • It also supports long-term resilience by linking infrastructure planning to financial forecasting and carbon reduction pathways. • It contains updates to reflect Strategy 2030; considers the financial and geopolitical context

1 INTRODUCTION

1.1. This paper provides an overview of the revised Estates and Infrastructure Approach to complement the College's Strategy 2030.

2 BACKGROUND

2.1 The Estates and Infrastructure Approach ensures that the College's physical assets are safe, efficient, sustainable, and fit for purpose, aligning with national frameworks such as the Scottish Funding Council's Estate Management Guidance and Net Zero 2045 targets.

2.2 It also supports long-term resilience by linking infrastructure planning to financial forecasting and carbon-reduction pathways.

2.3 The Finance & Resources Committee reviewed the Approach at its meeting on 26 May 2026 and now remit the document to the Board for final approval. However, as an action point from the 26 May 2026, the College commits to aligning its space utilisation management and related key performance indicators (KPIs) to the approach outlined in the Guidance on Effective Management of Space for Scotland's colleges and relevant appendices will be brought to the next Committee and Board cycle for approval.

3 ESTATES AND INFRASTRUCTURE APPROACH

3.1 The College has recognised the importance of aligning the Approach to both student and staff needs to ensure that the estate supports the future operations of the College based on regional skills and local demand.

3.2 The Approach also incorporates feedback from internal audit reviews and recommendations from phase 2 of the Scottish Funding Council's Capital Infrastructure Baseline Review. Specifically:

3.2.1 A close linkage between the College's overarching Strategy 2030 and the Estates and Infrastructure Approach which aims to support the achievement of Strategy 2030;

3.2.2 An overlay of the financial context in which the Strategy is set;

3.2.3 Reference to the external environment and the part that the College plays in regional initiatives, such as skills planning within Glasgow City Region (GCR);

3.2.4 Reference to the SFC's Infrastructure Investment Plan which ensures sector-wide alignment of future requirements for the Estate;

3.2.5 Reference to the Scottish Government's Investment Hierarchy in support of recycling and reusing assets before disposal; and

3.2.6 Recognition of the importance of sustainability and carbon reduction for the Estate to meet the College sector's internal target of net zero by 2040.

4 RESOURCE IMPLICATIONS

4.1 The Estates and Infrastructure Approach has been devised with support from the Senior Leadership Team, utilising inputs from the Board of Management following the recent Board Development Day in April 2026 together with insights gathered from an internally led Estates exploratory session with staff in June 2025.

4.2 Graven Consulting Ltd will continue to support the College in devising a medium-term capital plan and ensuring best use of key spaces on campus, in line with this over-arching Strategy.

4.3 The Approach will be reviewed in line with each 5-year College Strategy to ensure close alignment to the College vision and strategic aims. This current Approach will therefore underpin capital decisions regarding the Estate over the next four years to 2030.

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 absence of an Estates Approach puts the College at risk of:

- 6.1.1 **Financial inefficiency** — Without a clear plan, maintenance and capital spending become reactive, leading to higher costs, poor asset utilisation, and missed funding opportunities.
- 6.1.2 **Compliance and safety failures** — the College risks breaching statutory obligations under health and safety, accessibility, and environmental legislation (including PBCCR and net-zero duties).
- 6.1.3 **Strategic misalignment** — Estates' decisions may not support curriculum delivery, digital transformation, or sustainability objectives, weakening the college's ability to meet learner and community needs.
- 6.1.4 **Operational disruption** — Unplanned maintenance or inadequate space planning can interrupt teaching, research, and student services.
- 6.1.5 **Reputational damage** — Poor facilities management undermines student experience, staff morale, and public confidence in the institution's governance.
- 6.1.6 **Environmental non-compliance —** Without a strategy, the college may fail to meet sustainability targets, energy efficiency standards, or waste-reduction commitments,

7 RECOMMENDATIONS

7.1 Members are recommended to:

8 Note, comment and approve the Estates and Infrastructure Approach; and

- 8.1.1 Note that the College commits to aligning its space utilisation management and related key performance indicators (KPIs) to the approach outlined in the Guidance on the Effective Management of Space for Scotland's colleges and relevant appendices will be brought to the next Committee and Board cycle for approval.

South Lanarkshire College

East Kilbride

ESTATES & INFRASTRURE APPROACH 2026-30

Draft v.2.0

Document Information

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1.0	2019	Head of Facilities	Creation of Strategy
2.0	10/05/2026	VP	Revision of Strategy

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Table of Contents

1. ESTATES AND INFRASTRUCTURE APPROACH

1.1. Executive Summary

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

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

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

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

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

2.1. Geopolitical context

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

2.2. SFC College Infrastructure Investment Plan

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

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

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

2.3. Financial Context

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

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

2.4. Physical Estates Infrastructure

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

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

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

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

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

2.5. Digital Estates Infrastructure

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

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

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

3. VISION AND STRATEGIC AIMS

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

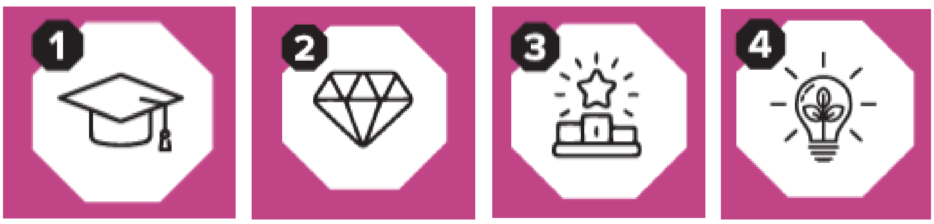
1. *The Student Experience: To provide a responsive, high-quality and entrepreneurial, destination focussed curriculum, embedding holistic support services, and lifelong learning opportunities for the communities the College serves.*

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

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

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

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



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

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

4.1. THE STUDENT EXPERIENCE

4.1.1. Learning Spaces Modernisation

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

4.1.2. Health and Wellbeing

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

4.1.3. Equality, Diversity and Inclusion

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

4.2. PEOPLE AND CULTURE DEVELOPMENT

4.2.1. Build a Skilled, Future-Ready Workforce

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

4.3. GROWTH AND INNOVATION

4.3.1. Digital Transformation of the Estate

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

4.3.2. Community and Employer Innovation Spaces

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

4.3.3. The Entrepreneurial Campus

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

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

4.4. SUSTAINABILITY

4.4.1. Carbon Management

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

4.4.2. Campus Decarbonisation Programme and Environmental Sustainability

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

4.4.3. Financial Sustainability

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

5. Capital Plan & Investment Approach

5.1. PHYSICAL INFRASTRUCTURE CAPITAL PRIORITY PLAN

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

5.2. Scottish Government's Investment Hierarchy

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

5.2.1. Determine Future Need

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

5.2.2. Maximise Use of Existing Assets

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

5.2.3. Repurpose, Reconfigure or Co-Locate

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

5.2.4. Replace or New Build

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

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

6. Delivery & Asset Management

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

6.1. Estates Planning and Asset Management

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

6.2. Asset Maintenance and Lifecycle Planning

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

7. GOVERNANCE

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

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

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

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

8. PERFORMANCE REPORTING

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

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

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

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

9. CONCLUSION

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

BOARD OF MANAGEMENT

DATE	26 May 2026
TITLE OF REPORT	Environmental Sustainability Policy
REFERENCE	11.0
AUTHOR AND CONTACT DETAILS	Omatsola Oke, Sustainability Officer Omatsola.Oke@slc.ac.uk
PURPOSE:	To advise Members of recent updates to the College's Environment Sustainability Policy in recognition of staff changes and internal audit recommendations.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: • note and approve the content of Policy which was discussed at the recent Finance & Resources meeting on 26 May 2026.
RISK	The absence of a Sustainability Policy puts the College at: • Risk of failure to comply with regulatory requirements to meet net zero and sustainability priorities; • Risk to reputation of failing to consider and mitigate against carbon footprint; and • Risk of inaccurate sustainability reporting.
RELEVANT STRATEGIC AIM:	• The Student Experience • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• The Environmental Sustainability Policy is a necessary source of information for all College stakeholders. • The Policy was initially brought to the Committee for review in May 2025. • Following the Sustainability Internal Audit, further recommendations have been noted to include reference to Greenhouse Gas Protocols. • Following the review of the Procurement Regulations in February 2026, it was also decided that the Policy should include a circular economy flowchart to better demonstrate the College's commitment to sustainability in its day-to-day operations. • The Policy is reviewed by the Sustainability Officer in conjunction with the Climate Change Operational Leads (CCOLs), with inputs from the Senior Leadership Team prior to Board approval.

1 INTRODUCTION

1.1. This paper provides an overview of the key changes made to the Environmental Sustainability Policy following staff personnel changes, internal audit recommendations and in response to Committee observations made by Committee members on sustainable procurement and circular economy during the last Committee cycle.

2 BACKGROUND

2.1 The Environmental Sustainability Policy exists to provide a clear, structured commitment to protecting the environment. It guides the College's actions towards more sustainable practices.

2.2 The core purpose is to set direction, define responsibilities, and ensure consistent, measurable environmental performance.

3 DISCUSSION

3.1 The key changes made to the Policy include

- 3.1.1 Reference to the Sustainability Officer who has been in post since January 2026;
- 3.1.2 Inclusion of the Greenhouse Gas (GHG) Protocol, the world's leading international framework for measuring, managing, and reporting greenhouse gas emissions to support. Following the FRC review on 26 May 2026, a baseline year of 2025/26 has been established, and targets have been set for scope 1,2 and 3 emissions as noted in appendix 1.
- 3.1.3 Additional appendices to support sustainable procurement, circular economy and waste management hierarchies.

4 RESOURCE IMPLICATIONS

4.1 The Policy is reviewed by the Sustainability Officer annually in conjunction with the Climate Change Operational Leads (CCOLs) and support from the Climate Change Action Team (CCAT), with inputs from the Senior Leadership Team prior to Board 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 absence of an Environmental Sustainability Policy puts the College at:

- 6.1.1 Risk of failure to comply with regulatory requirements to met net zero and sustainability priorities;
- 6.1.2 Risk to reputation of failing to consider and mitigate against carbon footprint; and
- 6.1.3 Risk of inaccurate sustainability reporting.

7 RECOMMENDATIONS

7.1 Members are asked to**:**

8 note and approve the content of Policy which was discussed at the recent Finance & Resources meeting on 26 May 2026.

Environmental Sustainability Policy

Owner: Sustainability Officer

Date May 2026
Version: 2.0

Document Information

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Reviewed Date:	May 2026
Owner:	Sustainability Officer
Approved by:	SLT prior to Board of Management
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Next Review Date:	July 2027

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Version Number	**Date**	**Author**	**Rationale**
1.0	April 2025	W. MacLeod C Ferguson J Jamieson	Document Creation
2.0	May 2026	Omatsola Emmanuel Oke	Document Review

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2. Introduction

South Lanarkshire College (SLC) recognises its responsibility to safeguard the environment for current and future generations. The College is committed to reducing its environmental impact and promoting sustainable practice by improving energy efficiency, reducing its carbon footprint, and encouraging sustainable behaviours among staff, students, stakeholders including contractors, and the wider community.

This Environmental Sustainability Policy outlines the College's approach to reducing waste, conserving energy, influencing sustainable practices, and achieving Net Zero by 2040 in line with current government targets.

The College Climate Change Emergency Action Plan (CCEAP) and Public Body Climate Change Duties Report (PBCCDR), which detail our commitment to sustainability, are available on the College website https://sustainablescotlandnetwork.org/reports/south-lanarkshire-college

3. Purpose of the Policy

The purpose of this Policy is to outline SLC's commitment to environmental sustainability and resource management. In line the Environment Association of Universities and Colleges (EAUC) guidelines, this policy provides a framework to integrate sustainable environmental practices into all aspects of College activities, and to ensure continuous improvement by:

- complying with all relevant environmental legislation, regulations and best practices;
- reducing our environmental impact by improving energy efficiency;
- managing waste responsibly;
- encouraging reuse, recycling and circular behaviours;
- enhancing sustainability through responsible procurement, biodiversity protection, and water conservation;

- working closely with local, regional and national stakeholders actively involved in actions and training to tackle climate emergency; and
- creating a culture of sustainability among staff, students, stakeholders and the wider community and stimulate tangible actions and initiatives with targeted impact towards our journey to net zero.

4. Scope of the Policy

This policy applies to all employees, students, contractors and stakeholders associated with South Lanarkshire College.

5. Policy Statement

5.1 Climate Action and Carbon Reduction

- aim to achieve net-zero carbon emissions by 2040;
- increase energy efficiency; and
- promote sustainable College operations through targeted actions to reduce Operational boundary emissions (See Appendix 1 for SLC's Operational Emissions);

5.2 Resource Efficiency and Waste Reduction

- implement a circular economy approach by prioritising waste management principles higher up the Waste Management Hierarchy which are redusing waste generation; reducing, reusing and recycling materials. Please see Appendix 2 for Waste Management Hierarchy and Appendix 3 for the College's Circular Economy Journey Chart;
- minimise single-use plastics and promote responsible consumption; and
- optimise water use and reduce waste generation.

5.3 Sustainable Procurement and Community Engagement

- prioritise ethical and environmentally responsible suppliers;
- encourage procurement of sustainable and locally sourced goods and services in a way that ensures value for money on a whole life basis is achieved; and
- collaborate with other College in pursuit of similar procurement initiatives.

5.4 Biodiversity and Ecosystem Protection

- protect and enhance biodiversity on and around the College campus;
- support conservation initiatives and sustainable land use;

5.5 Learning and Teaching

- integrate environmental sustainability into the curriculum, equipping students to shape a more sustainable future through the provision of training that keeps pace with growing green skills demand within the economy;
- support the development of staff by providing continuing professional development (CPD) opportunities that encourage sustainable behaviours; and
- encouraging students and staff to host events and run workshops to raise awareness about environmental issues e.g. Climate Change Week;

5.6 Green House Gas (GHG) Emission Monitoring and Reporting

The GHG Protocol is a set of globally recognised accounting standards developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

The Protocol categorises emissions into three scopes:

- **Scope 1** — Direct emissions from owned or controlled sources (e.g., company vehicles).
- **Scope 2** — Indirect emissions from purchased electricity, heat, or steam.
- **Scope 3** — All other indirect emissions across the value chain (e.g., suppliers, commuting, waste).

The College will:

- set targets and monitor Green House Gas Emissions by using activity data such as fuel and energy usage and UK Government GHG annual conversion factors;
- report on GHG emission control performance on a yearly basis through the Public Bodies Climate Change Duties in compliance with the Climate Change (Scotland) Act 2009; and
- continually improve emission monitoring and reporting by expanding data collection to cover scope 3 emissions.
- Appendix 1 contains details of South Lanarkshire College's operational emissions.

6. Governance

- The Sustainability Officer has responsibility for implementing this policy, with support from the Climate Change Operational Leads (CCOL) and the Climate Change Action Team.
- The CCOL are responsible for monitoring the progress of climate change initiatives, actions and legislative requirements, as well as providing quarterly updates to the Senior Leadership Team and Board of Management.

7. Review

To ensure the College remains vigilant and proactive in its pursuit of environmental sustainability, this Policy will be reviewed annually by CCOL in recognition of the pace of legislative changes and technological advancements in the field of sustainability.

8. Appendices

Appendix 1: South Lanarkshire's College Operational Emission Scope

The Emission scopes below are aligned with Public Body Climate Change Reporting Disclosures (PBCCR). The PBCCR aligns with the UK Sustainability Reporting Guidance (SRG) for public bodies, which explicitly sets out how emissions scopes must be reported.

College Operations	Emission Scope
Operation of Gas Boilers	Scope 1
Operation of College's Heat Pump Demonstration Van	Scope 1
Operation of HVAC system	Scope 1
Bioenergy/Fuels/Refrigerants	Scope 1
Electricity Purchase	Scope 2
Heat and Steam	Scope 2
Waste Generation	Scope 3
Material usage/procurement	Scope 3
Staff and Student Commuting	Scope 3

College's Business Travels	Scope 3

The College has been working towards its target against the baseline year of 2009. The target as stated in its Climate Change Emergency Action Plan is to reduce College's Scope 1 and 2 emission year on year, by 100 tCO_2.

1. Overall Emissions Reduction Targets

Baseline year: 2009

Short-term target:

Reduce total (Scope 1 + Scope 2) emissions by 100 tCO_2 year on year from baseline.

Long-term target:

Achieve net zero operational emissions (Scope 1 and 2) by 2040.

2. Scope 1 Targets (Direct Emissions)

Reduce fuel-related emissions with reference to the 100 tCO_2 year on year target by 2028 through:

- Annual reduction of 5–7% in fossil fuel consumption.
- Eliminate use of high-carbon heating fuels (e.g., gas/oil where feasible) by 2040, aligned to estate decarbonisation plans.

Scope 2 Targets (Purchased Energy)

Reduce Scope 2 emissions with reference to the100 tCO2 year on year target by 2030 from baseline by:

- Achieving 100% renewable Electricity use by 2027 (if not already in place).

Improve energy efficiency by:

- Reducing energy consumption (kWh/m²) by 20% by 2028.
- Delivering annual 3–5% efficiency improvements via building management systems and retrofits.

Scope 3 Targets (Value Chain Emissions)

Establish a comprehensive Scope 3 baseline by 2027.

Expand reporting coverage to include at least 80% of material Scope 3 categories by 2028.

Reduction Targets (where measurable):

- Reduce business travel emissions by 40% by 2030 (vs baseline):

Increase virtual meetings; prioritise low-carbon travel.

- Reduce commuting emissions by 25% by 2030:

Promote active travel, public transport, carsharing and promotion of online study

- Reduce waste-related emissions by 30% by 2030

Increase recycling rates to ≥70%.

Appendix 2: Waste Management Hierarchy

The waste hierarchy management system is the structured approach the College uses to apply the waste hierarchy. This is a legally recognised ranking of waste management options that prioritises the most environmentally beneficial actions.

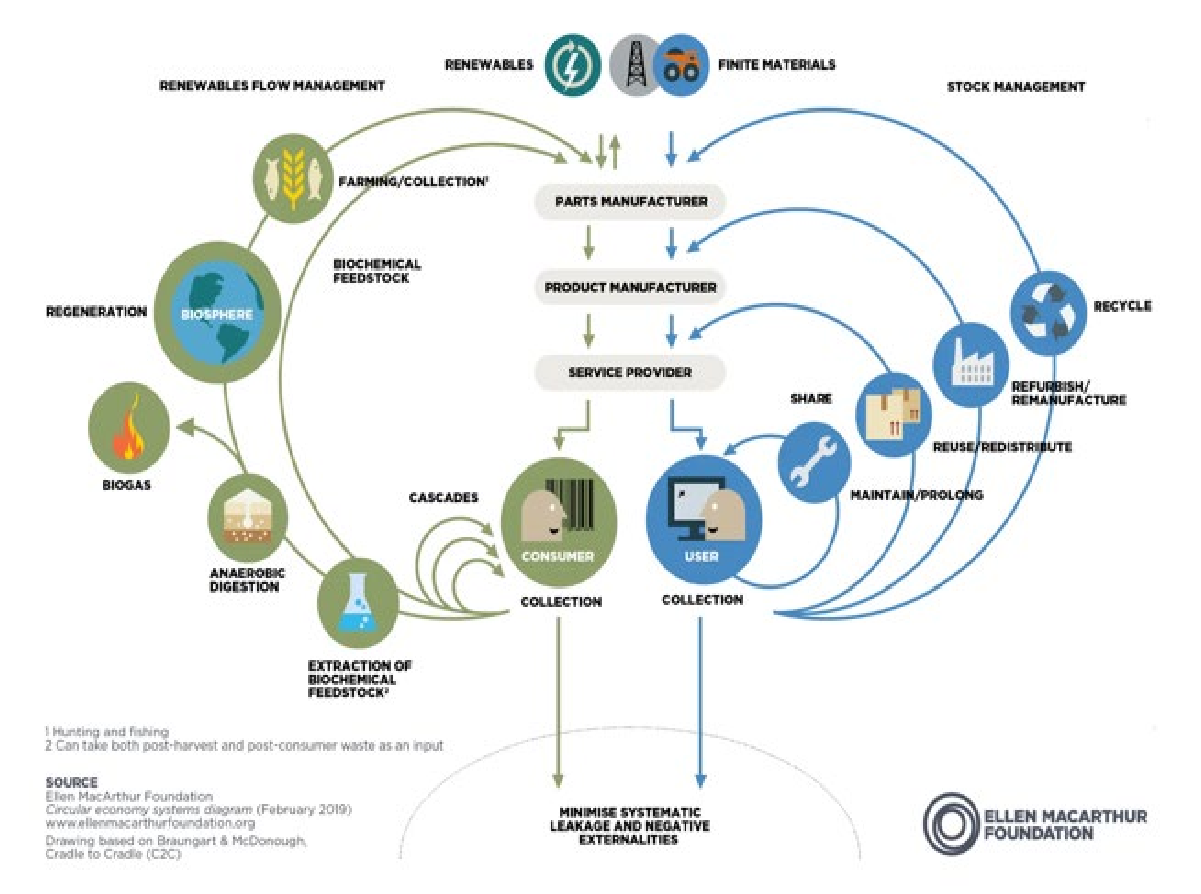
At its core, it ensures waste is prevented first and only disposed of as a last resort.

***Source:* *Circular Economy (Scotland) Bill | Scottish Parliament,* *Figure 12.*,** The Scottish Government, **22 September 2023**

Appendix 3: South Lanarkshire College’s Circular Economy Journey

A circular economy tackles climate change by reducing carbon impacts across the lifecycle of products, as well as other global challenges like biodiversity loss, waste, and pollution.

The Circular Economy process starts with '**Take less'** and links to a cluster of actions surrounding the core activity of '**Use**'. The surrounding actions are: 'Make', **'Recycle', 'Reuse**', **'Remanufacture'** and '**Repair.**' These are connected with lines and arrows, showing a continuous cycle between actions. The process ends with a line to '**Waste less**'.



SLC South Lanarkshire College East Kilbride

South Lanarkshire College

Students' Association

Board Report

April 2026

Overview

The Students' Association (SA) continues to experience a highly productive and engaging period. Since the previous Board Report, activities have remained firmly focused on priority areas, complemented by the delivery of engaging events and participation in development opportunities, including the EmilyTest LISTEN GBV Risk Assessment session.

Refreshers' Week - January 2026

The SA delivered a successful three-day Refreshers' event from 27 to 29 January, engaging a wide range of stakeholders to connect with students and promote the breadth of local community support services available.

The SA played a central role throughout, providing student hoodies, signposting to internal support services, and facilitating a programme of interactive activities each day. A total of 78 feedback forms were received, with responses highlighting strong student appreciation for the diversity of stalls and activities on offer.

We would like to extend our thanks to Aramark for arranging an on-site food truck, which provided a valued addition to the event experience for both new and returning students. Overall, the event represented a positive start to the term, and we are grateful to all who participated and contributed to its success.

Student Elections

2026/27 Student Elections are currently underway at the College with both the post of the new President and Vice President being promoted. Voting is now open until 12 May.

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.

9,136
Breakfast meals provided

2,719
Lunch meals provided

78
Refreshers' Feedback Forms

Student Welfare Initatives

Our Respect Campaign was very positively received by both students and staff, demonstrating strong engagement across the campus. Many individuals took the opportunity to contribute to the Kindness Board by writing encouraging messages for others, thereby fostering a supportive and uplifting environment.

The campaign was extended to align with Valentine's Day, which resulted in a significant number of thoughtful and heartfelt messages displayed. This further strengthened a sense of belonging and mutual support throughout the campus.

Student Represenation

The SA hosted an information stall alongside a Care Day lunch for students, inviting them to attend and enjoy refreshments including pizza, snacks, and cake. This initiative provided a valuable opportunity for students to take a break, connect with peers, and engage with the Association. We were pleased with the level of attendance and the positive reception, with participants benefiting from the relaxed and sociable atmosphere.

Events and Engagements

On 5 February, students supported the Time to Talk event, building on the success of a similar initiative delivered in the previous year. This initiative demonstrated a high level of teamwork and commitment, with students raising over £500 in support of Brain Tumour Awareness. In addition, a Comic Relief cake sale generated £389.50, reflecting both the dedication of student bakers and the generosity of participants.

To sustain student engagement throughout the academic year, the SA delivered a range of inclusive and enjoyable activities, such as the annual Easter Egg hunt which students greatly enjoyed taking part in. Alongside these organised events, students play a vital role in fostering a supportive and well-informed college community, often through initiatives such as cake and cookie sales that encourage social connection.

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.

LGBT History Month and Purple Friday

LGBT History Month took place in February and the SA worked very closely with the College and Student Services to host Purple Friday on the last Friday of the month. Activities included information stalls from the SA, Equality Network, HIPY, LAMH, Terrence Higgins Trust and Lanarkshire Pride. Freebies were handed out to students and we also asked students to send positive messages to each other by signing on the tablecloth.

Staff and students were encouraged to wear purple for the day and it was great seeing so many of the College community take part. We would like to extend our thanks to our Curriculum teams for their support in creating fun activities, including our Hairdressing and Beauty students who provided free purple nails, hair braiding and purple tinsel. Our warm thanks also goes to Aramark for providing free rainbow cupcakes for handing out to students and staff throughout the event.

Sexual Health Promotion

The SA in partnership with Student Services, delivered a Sexual Health and Wellbeing event on Thursday 26 March in the Ground Floor Atrium. Recognising that sexual health is an integral component of physical, mental, emotional, and social wellbeing, a month-long awareness campaign was also implemented, including a toilet door initiative highlighting local sexual health services.

As part of the event, the SA hosted an information stand in the atrium from 10:00 to 13:00, alongside partner organisations including the Terrence Higgins Trust and HIPY. Representatives from the Terrence Higgins Trust also delivered sexual health awareness sessions to class groups, which were very positively received by students.

Love Your Planet Event

The SA worked in partnership with our Horticulture students, alongside community partners such as Biffa, Home Energy Scotland, and Healthy and Active EK, to deliver the Love Your Planet event on Wednesday 1 April. The event provided an excellent opportunity to engage with students on the importance of sustainability.

Students were invited to learn more about sustainability initiatives within the College and were provided with complimentary reusable water bottles and notepads to support environmentally conscious practices. A litter-picking activity had also been planned as part of the event; however, this was postponed due to adverse weather conditions. We extend our sincere thanks to Biffa for their willingness to support the litter-picking initiative and to all our community partners for their valuable contributions in ensuring the success of the event.

Executive Summary

Since the last Board report, the SA has continued to deliver a strong and varied programme of student-led activity focused on engagement, well-being and building a sense of belonging and community.

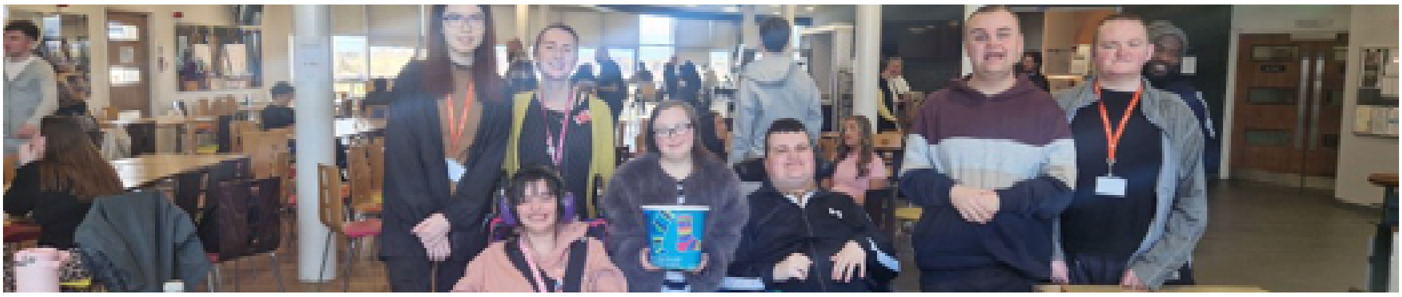
One of the main highlights was Refreshers' Week, which saw high levels of student participation across the three day event. Students valued the range of stalls, interactive activities and give-aways, with 78 feedback responses highlighting how important it was to have a welcoming and social start to term. The food truck and the visit from Guide Dogs for the Blind were particularly popular and helped create a positive and friendly atmosphere on campus.

Students also showed a strong commitment to charity fundraising and awareness raising. The Time to Talk event on 5 February built on previous success, with students working together to raise money for charitable organisations. These activities demonstrate strong student leadership, teamwork and a shared desire to support meaningful causes, with the 2025/26 NPA4 Hospitality students playing a key role in delivering these events.

Engagement with the Respect Campaign was high, with both students and staff contributing positive messages that promoted kindness, respect and inclusion across the campus. The Care Day lunch also provided students with a valuable opportunity to take time out, connect with peers and engage informally with the SA.

Supporting student wellbeing continues to be a key priority. Ongoing initiatives, such as the Toast Topper Club, provide a welcoming and low pressure space for students to socialise and feel supported. Feedback shows this is particularly important for students who may feel less comfortable attending larger events. Moving forward, the SA will continue to develop and promote inclusive, student-led activities that strengthen belonging and ensure student voice remains at the heart of the College community.

The SA has also played an active role in promoting, and gathering feedback on, the minibus service delivered in partnership with Climate Action Strathaven and funded through South Lanarkshire Council's Community Benefit Fund. A short survey was developed and distributed to students, with SA representatives utilising the minibus service to engage directly with and capture student views. The survey was promoted extensively via an SA information stall and across established communication channels, including the fortnightly newsletter and Teams pages. The feedback received was overwhelmingly positive, with the majority of respondents indicating they would recommend the minibus service to others. Students also rated the service highly in terms of safety, cleanliness, accessibility, and professionalism.



2025/2026 Events

Delivered Meetings & Events
(February-April 2026)

Valentines
14 February

Care Day
20 February

Purple Friday
27 February

Easter Egg Hunt
30 March & 3 April

Love Your Planet
1 April

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

Mental Heath Week
11 May 2026

Carers Week
June 2026

CE End of Year Celebration
3 June 2026

Chair's Report June 2026

In my final Chair's update report of the 2025/26 academic year, I reflect on another successful and important period for the College.

As we approach the end of the academic year, I would like to formally acknowledge board members who will be stepping down, including Tarryn Robertson, Jack Whyte and Catriona Blacker. Each has made an outstanding contribution to the Board during their tenure and has supported the College with commitment, insight and professionalism. On behalf of the Board, I offer my sincere thanks and wish them all the very best for the future.

At the time of writing, the process for filling the lecturing staff representative position is underway, with two candidates in the running. I am also pleased to welcome Jamie McCrindle to the Board as a co-opted member, bringing technical financial expertise while Laura is on maternity leave. On that note, we were delighted to receive the lovely news that Laura welcomed baby Max into the world on 7 March, approximately 18 hours after finishing for maternity leave. Baby Max weighed 6lbs 3oz and both mother and baby are doing well.

The committee cycle has again been busy, with robust discussion and a number of important actions emerging. My thanks to all members who participated and contributed constructively. I am pleased to confirm that Heather Anderson has agreed to act as interim Chair of the Finance and Resources Committee during Laura's absence, and discussions are ongoing regarding how best to backfill Heather's current role as Chair of the People and Culture Committee. I will provide a further update as soon as I am able.

For the last two Board meetings, I have taken an action to liaise with our trade union colleagues to establish representation for our support side trade union(s). We have experienced a prolonged period without representation, and it appears the delay is likely to continue due to disagreements on process between recognised trade unions at a national level. There is no further action we can take as a Board at this stage, but I remain keen that the matter is resolved sooner rather than later to enable us to return to a full complement of Board members.

I would also like to thank members for completing the recent Board evaluation process. This is a critical enabler of our continued performance improvement and provides valuable insight into how we can further strengthen our collective contribution. I am particularly grateful for the feedback I have received on areas for improvement and on members' desire to be more involved in supporting the College. While there is a careful balance to maintain between the strategic role of the Board and opportunities to support the management team operationally, a key feature of the coming year will be exploring how we maximise the value members are able to contribute through their knowledge, expertise, connections and broader opportunities.

Our strategy session this quarter focused on maximising value from the College's physical estate. This was an informative and provocative session, supported by design consultancy Graven, and I am grateful to all who participated. I look forward to our upcoming session on Friday 26 June, where we will consider diversification and commercial opportunities. These discussions are important as we continue to develop the foundations for long term financial sustainability, strategic growth and increased impact.

I was delighted to see the College continuing to perform well in national tables published by the Scottish Funding Council. To be the top-performing college for full time further education for three years running is testament to the outstanding efforts of our staff and management teams.

It also provides strong assurance that we are delivering positive experiences and outcomes for our learners. The challenge, of course, is to maintain year-on-year performance improvement while also pursuing opportunities to evolve and diversify our offering.

While this performance is encouraging, we will not rest on our laurels. Recent internal audit reports, alongside ongoing dialogue with the management team, reinforce that there remain a number of areas in which we can continue to improve, strengthen our practice, and ensure that the College is well positioned to meet the challenges and opportunities ahead.

Throughout the quarter, I have engaged in a range of internal and external activities, including the Student Question Time event, the Arm's Length Foundation meeting, the Colleges Scotland Annual General Meeting, and a meeting with the Scottish Funding Council to discuss regional delivery expectations. I am also attending the Colleges Scotland Annual Conference on Tuesday 9 June, which will provide a valuable opportunity to engage with colleagues across the sector and hear the views of our newly reappointed Minister, Ben Macpherson. Later in June, I will contribute to a College of the Future event to discuss how we might embed more innovative delivery and funding models across the sector.

As I look back on another successful academic year, it is clear that the early signs of transformation are evident throughout the College. As has been the case for some time, we approach the year ahead with a recognition of the challenging operating and funding environments, and with an awareness that public sector reform and new policy agendas will continue to shape the context in which we operate. The foundation we have been developing must now act as a springboard for future success, and I very much look forward to exploring the extent of our ambitions in the upcoming strategy session.

Over the coming year, I am keen to intensify our focus on carbon reduction and sustainability, both as a means of reducing operating costs and reducing the environmental impact of our operations. I believe the College has the capability to be a true sectoral leader in this space, working closely with key partners to redefine models for energy generation and storage, demand reduction, and sustainable operations.

My thanks, as always, go to Vari, Christine and the wider team for their support throughout the quarter. I would also like to thank all staff and Board members for their continued commitment and contribution to what has been a successful year for the College.

BOARD OF MANAGEMENT MEETING

DATE	16 June 2026
TITLE OF REPORT	Principal's Update
REFERENCE	14
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: • note the update on the College Sector of the Future work and consider the questions posed; • note the work of the Scottish Funding Council regarding a review of the funding model; • recognise the progress with South Lanarkshire Council; • consider the regional empowerment update; • note the interim Young People and Work report: and • note the progress being made regarding the Local Partnership Innovation Fund.
RISK	• That the College does not keep up with sector reform and pace of change is too slow impacting on future business.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• The college sector has committed to undertaking reform in order to ensure that the sector can be sustainable, which is centred around three pillars. Externally facilitated national and regional workshops, designed around a provocation, will be held over the summer. • The Scottish Funding Council is committed to undertaking a review of the funding model as set out by the Tertiary Education Bill. This has to take place within twelve months. The outcomes of a funding workshop included issues such as the lack of multi-year funding, how to support unmet student demand, a move towards mission-based funding and a lack of transparency with the current model. • Following further exploration into the South Lanarkshire Council Town Hall development, the College is not able to proceed due to financial considerations. However, there are other options such as taking over a space

	below new social housing blocks, which will be ready in 2030, as well as having discussions with the new owners regarding the existing shopping centre. • The Glasgow City Region (GCR) announced the Chairs of the workstreams for developing the devolution proposition for the Glasgow City Region. The steering group will be chair by Sir Jim McDonald. • Representatives from the six regional colleges are working collaboratively to submit a bid for the Local Partnership Innovation Fund. • The UK Government published the Interim Report on Young People and Work focussing on young people who are not in education, employment or training.

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 16 June 2026.

2. COLLEGES SCOTLAND: COLLEGE SECTOR OF THE FUTURE UPDATE

2.1 The College Sector of the Future programme has been established to ensure the sustainability of the college sector, focussing on what the role of colleges should be and what changes are required to support them. For example, legislation changes, funding / financing, governance, responsibilities and culture.

2.2 This work will be co-designed with the College Sector, Scottish Government, Scottish Funding Council (SFC), industry, students, wider partners and disruptive thinkers from beyond the sector. The work will be organised across three pillars:

2.2.1 Pillar One is focussed on collating and reviewing existing research, reports, reviews and data since 2014. It will seek to undertake an analysis of costs, including spatial analysis of provision relative to population and economic activity. It will examine key system constraints and enablers including, ONS public funding classification and its impact on financial flexibility (e.g. borrowing and reserves), benchmarked across the UK. It will consider governance arrangements, including legal status, regulatory framework and institutional models as well as leadership roles, particularly the responsibilities and requirements of Chairs. Finally, it will consider national bargaining structures, including how they operate and their implications.

2.2.2 Pillar Two consists of national workshops, and a series of regional workshops, aligned to Regional Partnerships, to consider whether current statutory priorities for colleges remain fit for purpose and to identify what enables more effective and efficient delivery. The workshops will be shaped by future-focused “provocations” developed through trend analysis. There will be wide stakeholder engagement including staff, learners, employers, unions, schools, public bodies and third sector organisations. The workshops will run from late spring to autumn 2026, aligned with regional partnerships, and will be externally designed and facilitated. (Procurement will be done by the SFC).

2.2.3 Pillar Three will be the development of options, where there will be a co creation of sustainable and flexible system options, which will inform future policy and practice.

2.3 This aligns to the Future Framework for Universities work which is aimed at co designing a Future Framework for the success and sustainability of Scotland’s universities and follows the same approach.

2.4 Progress to date includes the establishment of a work co-ordination group comprising of people from Scottish Government, the SFC and Colleges Scotland. A detailed work plan with a communication and engagement strategy is in development. Task and finish subgroups, involving the sector, are expected to be set up shortly. The governance arrangements are currently being confirmed. Pillar One, has a series of papers at various levels of completion.

2.5 Pillar Two workshops are being scheduled across the summer, and there will be five national and eight regional workshops each of which will be based around a provocation.

2.6 Members are requested to review the provocative questions listed below and provide any feedback that they wish, as well as any other considerations:

2.6.1 Is the setup we have – 24 publicly funded individual colleges with Ministerially appointed Chairs, operational independence, a system of national bargaining, and legal duties to meet local skills needs, address social and cultural issues, social cohesion and inclusion and under representation - optimal?
2.6.2 What are learners looking for from a tertiary education system in the next part of the 21st century?
2.6.3 Do we want publicly funded colleges to be able to compete with private training providers – if so what needs to change to enable that?
2.6.4 How can we co-create increased agility in the system to allow the college sector to better meet learner and employer needs?
2.6.5 What does sustainable funding or finance of the sector look like under different national/regional models?
2.6.6 How do we maximise the benefit of our investment in learners?

3 REVIEW OF THE COLLEGE FUNDING MODEL

3.1 A review of the college funding allocation model is being undertaken in response to expectations set out in the Tertiary Education Bill and is progressing in parallel with wider reform activity, particularly the College Sector of the Future workstream. The intention is to develop and implement a refreshed funding model from Academic Year 2028 – 29.

3.2 Progress to date has focused on early engagement and scoping. A sector workshop took place on 6 March 2026, and there is agreement that this work should be aligned with broader reform programmes, taking account of emerging evidence as it becomes available. In the short term, the current funding model will remain in place, although the Scottish Funding Council (SFC) may introduce limited technical adjustments where these are straightforward and beneficial.

3.3 The workshop identified several key themes that will shape the review. There was strong consensus on the need to better understand the true cost of delivering college provision and to consider how this could be reflected in a future funding methodology. This is recognised as complex work that may require external expertise, and initial scoping is underway.

3.4 Participants also highlighted limitations of the current credit-based system used to measure activity. While some form of funding "currency" will be required, there is interest in exploring a broader set of measures, including student outcomes, retention and levels of support required. This area will be taken forward collaboratively with colleges.

3.5 The lack of multi-year funding certainty was identified as a persistent and significant challenge for the sector, particularly in relation to long-term planning for estates, digital investment and workforce costs. The SFC will continue to raise this issue with the Scottish Government, while also considering whether additional planning assumptions can be shared with colleges to support forward planning.

3.6 There was also discussion about unmet student demand and the need for a more robust approach to understanding and responding to demand at both national and regional levels. Work is being scoped to strengthen the use of demographic data and align funding decisions more closely with skills planning priorities, while also taking account of evidence from colleges.

3.7 The potential role of mission-based funding was explored, with a recognised need to balance accountability with flexibility and avoid excessive bureaucracy. This could involve a shift towards a hybrid model combining activity-based funding with a more flexible, cash-based element. Further work will explore this balance, drawing on previous experience.

3.8 Concerns were also raised about the transparency of the current funding model, particularly in relation to premium elements and aspects of price-setting. The SFC will provide additional clarity on how the existing model operates following the current funding round.

3.9 A number of related issues were acknowledged. These included the potential benefits of changes to ONS classification to allow greater financial flexibility for colleges, and questions around parity of funding with universities. While these issues provide important context, the review itself is focused on how funding is allocated rather than the overall level of funding available.

3.10 The next phase of work will involve commissioning detailed analysis on the cost of delivery, establishing joint working groups with the sector, and developing and testing alternative funding approaches. Emerging findings are expected to be reported by the end of 2026.

3.11 Overall, the review aims to assess the effectiveness of the current credit-based model and to develop options for a future approach that better supports quality, equity, financial sustainability, and responsiveness to economic and learner needs, with implementation planned from Academic Year 2028–29.

4 SOUTH LANARKSHIRE COUNCIL

4.1 As at the previous Board of Management meeting in March 2026, a draft Heads of Terms has been developed with South Lanarkshire Council, establishing a strategic partnership to jointly deliver skills, employability and work-based learning aligned to local needs. The collaboration will focus on coordinated planning, co-designed provision, stronger employer engagement and reducing duplication, supported by joint governance and data sharing.

4.2 The Head of Terms with South Lanarkshire has progressed and is now with the Chief Executive, Paul Manning, who will seek to submit to Cabinet. Once formal approval has been given there will be a formal signing.

4.3 Members will be aware following the Board meeting in March 2026 that the College was keen to have a presence in the new Town Hall, part of the East Kilbride Town Centre Masterplan (as a reminder here is a link to the vision for the new centre, Bing Videos .

4.4 As highlighted in the March Update paper, and discussed with members, the principle challenge at this stage is financial affordability. Following further exploration, the circumstances both of the Council and the College have not changed therefore the College cannot proceed with the first option which was to be part of the Town Hall building.

4.5 However, there are other options that can still be explored and is still very much part of the Council's ambition to give us a presence in the town centre. Another option which was presented was to potentially take on the space below the new social housing, which will not be ready until 2030. This gives the College more time to explore financial options.

4.6 ***Chart 1: Plan of the Town Hall and Surrounding Areas***.

4.7 The green space next to the Civic Square and towards the Mall on the right side would be the areas designated to new social housing with space below. This would allow the College to have its own front door. The Council will provide further information on this area in terms of costs etc once they have completed the Town Hall Development.

4.8 In addition, the sale of the remainder of the shopping centre is being completed. There are a number of spaces within the wider town centre, that can drive footfall. The Council will facilitate an introduction to the new owners once the sale has been finalised. Options will continue to be explored and Members will be updated.

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 ***Regional Empowerment Update***

5.4 At the GCR Partnership meeting on 13 May 2026, Kevin Rushe, the Director of Regional Growth provided an update on progress in relation to developing a regional devolution proposal for the Glasgow City Region following the First Minister's announcement at the State of the City Economy Conference in Glasgow in late 2025. Following this announcement the Glasgow City Region Cabinet approved the approach to developing a proposition for devolution to the City Region with a stated aim of having a full proposal by March 2027

5.5 A Steering Group has been established to oversee the development of the detailed proposition. This will be chaired by Professor Sir Jim McDonald, former Principal of University of Strathclyde, Chair of Glasgow Economic Leadership Group (GEL) and Chair of Scottish Enterprise. Chairs have been appointed for each of the previously identified workstreams as the following table shows.

5.6 ***Table 1: The Workstreams and Chairs***

Workstream	Chair
Place (Housing, Infrastructure and Planning)	Ross Nimmo, Head of Place, Glasgow City Region
Skills	Stella McManus, Principal of South Lanarkshire College
Economic Development	Jane Martin, Scottish Enterprise
Innovation	John Howie, Babcock (via the GEL Innovation Group)
Investment	Graham Smith, Glasgow City Council
Inclusion and Poverty Reduction	TBC

5.7 A new Regional Skills Manager took up post on 11 May and will support the development of the skills proposition through the workstream. The National Wealth Fund has agreed to provide strategic advice to the Investment workstream as well as across other areas as detailed propositions are developed.

5.8 Currently awaiting on next steps, with the latest communication received stated that the terms of reference are being finalised for each workstream.

5.9 **Local Partnership Innovation Fund**

5.10 As members are aware from the Board of Management meeting in March 2026, the GCR has informed CPW that it may receive £5m of the £50m Local Innovation Partnerships Funding that GCR have been allocated by UK Research and Innovation (UKRI).

5.11 The CPW group is collaborating on a bid to develop a £5m skills programme addressing the short and medium term needs of the cluster. The proposal will explore what a High-Level Skills (HLS) programme should look like, how it can be delivered regionally, how to maximise impact for those furthest from the workforce, how employers can be engaged, and opportunities for private sector investment, with delivery required by March 2031.

5.12 Representatives from each college, led by Shona Pettigrew for SLC, are currently developing the bid. An update to the timeline means the submission deadline has now been extended to 25 June 2026. This presents a strong opportunity for CPW to shape future collaborative working arrangements across the Glasgow City Region, particularly in the context of new Community Wealth Building legislation supporting regional devolution.

6 YOUNG PEOPLE AND WORK: INTERIM REPORT

6.1 The NEET (not in education, employment or training) report, published on 28 May 2026, by the UK government was authored by Alan Milburn, who was commissioned by the Secretary of State for Work and Pensions to conduct the review. This report (Young people and work: interim report - GOV.UK) addresses the increasing number of young people not in education, employment, or training (NEET) in the UK.

6.2 The interim report concludes that the UK faces a growing and structural challenge, with close to one million young people aged 16–24 not in education, employment or training (NEET), representing around one in eight and a rate that has rarely fallen below 10% in the past 25 years.

6.3 It finds that youth disengagement is worsening and increasingly driven by economic inactivity rather than unemployment, with many young people not actively seeking work and a rising proportion never having had a job. The report highlights that this issue represents both a moral and economic crisis, with long-term “scarring” effects on young people’s earnings, health and life chances, alongside an estimated annual economic cost of around £125 billion to the UK.

6.4 A central finding is that the problem is systemic rather than attributable to a single cause, reflecting failures across the education, labour market, health and welfare systems, which are not effectively aligned to support transitions into work.

6.5 The report identifies a significant shift in drivers over the past decade, particularly the growth in work-limiting health conditions, especially mental health issues, which now play a major role in youth economic inactivity and are often persistent once established.

6.6 It also concludes that labour market changes have reduced entry-level opportunities, with fewer apprenticeships, more demanding recruitment processes and increased employer caution, particularly where young people require additional support.

6.7 The education system is found to provide qualifications but not reliable pathways into employment, with insufficient focus on work readiness, careers guidance and early intervention for those at risk of disengagement.

6.8 Similarly, the health and welfare systems are judged to prioritise treatment and income support over participation, often reinforcing inactivity rather than enabling young people to enter or return to work.

6.9 The report concludes that there is no coherent national “participation system”, with fragmented responsibilities, weak accountability and poor data sharing leading to many young people falling through gaps, including a substantial number who are not in work, education or receiving support.

6.10 Finally, it argues that without significant structural reform, the number of young people disengaged from work and learning could rise further and calls for a whole-system redesign focused on enabling participation, which will be set out in the final report.

6.11 The Annual Participate Measure (APM) is the official Scottish measure tracking whether young people are in education, employment or training. Nationally, participation is typically in the mid-90% range, implying NEET levels of around 4 to 6% across Scotland. (Data from Skills Development Scotland)

6.12 South Lanarkshire's youth participation rate is broadly in line with the Scottish average, circa 94%-95%, indicating that the area is not underperforming relative to national benchmarks. However, this still equates to around 5–6% of young people not participating in education, employment or training at any given time.

6.13 The persistence of a 5%+ non-participating group supports the interim report's conclusion that this is a systemic issue rather than a localised performance problem.

6.14 Importantly, the APM also includes a cohort with "unconfirmed status", meaning the true level of disengagement may be underestimated, reinforcing concerns about data fragmentation and tracking gaps.

6.15 The College will continue to focus on those young people at risk of becoming NEET, through intervening earlier with schools, offering more flexible and accessible entry routes and embedding clear pathways into employment within all programmes. The College will continue to offer intensive, wraparound support and actively track and take early intervention actions to re-engage those who disengage. Crucially, the biggest impact comes from working in partnership with local agencies to create a coordinated system focused on sustained participation and progression into work.

7 PARTNERSHIP WORKING

7.1 The Principal has engaged in the following activities:

7.1.1 attended the Community Planning Partnership Board Meeting on 18 March 2026;
7.1.2 attended the launch of the Pathways to Productivity Report on 19 March 2026;
7.1.3 attended the Scottish Knowledge Exchange Awards on 19 March 2026;
7.1.4 met the College Principals' Group and the Scottish Funding Council regarding Quality Arrangements on 26 March 2026;
7.1.5 hosted the Scottish Green Pary Leaders on 31 March 2026;
7.1.6 met the NMIS Skills Director, Stewart McKinlay on 13 April 2026;
7.1.7 attended alongside, the Vice Principal for Student Experience and Innovation and the Head of Quality, the QAA Institutional Liaison Meeting on 22 April 2026;
7.1.8 attended the Net Zero Architect Conference at Fife College on 23 April 2026;
7.1.9 met with Professor James Miller, Principal of the University of the West of Scotland on 29 April 2026;
7.1.10 attended the quarterly meeting with South Lanarkshire Council on 30 April 2026;
7.1.11 visited Kingspan in Ireland regarding a four nations project on 5 and 6 May 2026;
7.1.12 attended the College Employers Scotland Meeting on 13 May 2026;
7.1.13 attended the Glasgow City Regional Partnership meeting on 13 May 2026;
7.1.14 attended the Chairs and Principals Post Election and College of the Future Information Session on 15 May 2026;
7.1.15 alongside the Senior Leadership Team attended a Business Continuity Training Session on 19 May 2026;
7.1.16 chaired the College Partnership West (CPW) quarterly meeting on 27 May 2026;
7.1.17 attended the Project Search Graduation with the Executive Team on 3 June 2026; and

7.1.18 attended the Colleges Scotland Conference in Fife on 9 June 2026.

8 GOOD NEWS STORIES

8.1 Following excellent work placements, the Head Gardener at Greenbank Garden, a National Trust property, will work with the Level 5 National Certificate students next year towards offering 4, 10-week work placements, through the Blythe Foundation. This has only ever been offered to Higher National Certificate students previously. In addition, the Level 5 students won the Cottage Garden Society Design competition.

8.2 The Project Search Graduation took place in Rutherglen Town Hall on 3 June 2026. This was the first time that the College has undertaken Project Search, which is a program designed to support young adults who have a learning disability or autism spectrum condition secure meaningful employment. This was a partnership with South Lanarkshire Council and Asda Toryglen. To date one of the 5 students has been employed by Asda.

9 EQUALITIES

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

10 RISK

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

11 RECOMMENDATIONS

11.1 Members are recommended to:

- 11.1.1 note the update on the College Sector of the Future work and consider the questions posed;
- 11.1.2 note the work of the Scottish Funding Council regarding a review of the funding model;
- 11.1.3 recognise the progress with South Lanarkshire Council;
- 11.1.4 consider the regional empowerment update; and
- 11.1.5 note the progress being made regarding the Local Partnership Innovation Fund.

BOARD OF MANAGEMENT

DATE	16 June 2026
TITLE OF REPORT	SLC Strategic Risk Register Commentary
REFERENCE	16.0
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: • review and approve the strategic risk analysis contained in the College's Strategic Risk Register and the commentary therein; and • note 6 amendments to risk scoring since February 2026 in respect of financial controls, health & safety legislation, standards of teaching and business interruption.
RISK	• That College strategic risks are not identified, and mitigating actions are not taken.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• Of the fifteen risks identified, 4 post mitigation scores have increased, and 2 pre mitigation scores. • The highest risk to the College in April 2026 remained financial stability. The College has limited control of this, owing to Government funding restrictions. Indicative Funding has indicated a 9.8% increase for 2026/27, which is positive and in addition to this, the College continues to encourage full cost recovery and commercial delivery of programmes to bolster income streams.

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 30 April 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 Indicative Funding for 2026/27 was communicated to the sector in March 2026, and for SLC it represents an uplift of 9.8% on the prior year, which is positive. The College has tried to mitigate the risk of financial stability, and this has been enhanced with the recent hire of a Head of Business Innovation and Development. There is also a planned Board Strategy Session on Income Diversification at the end of Jun 2026.

2.3 The College continues to diversify income streams through the provision of full cost recovery courses. However, two previously intimated additional sources of funding in the form of Clyde Maritime Funding (£143k) and South Lanarkshire Council's Employability Academy (£105k) have been rescinded at the end of the fiscal year 2025/26, owing to a change in priorities at Government and Council level respectively. This does create an additional risk against which the College has tried to mitigate impact with other income streams that were not originally in budget for 2025/26,

2.4 The College is still undergoing the Financial Sustainability Audit. Finance should be able to bring the results of this to the next round of committee meetings in August 2026.

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. Following the conclusion of the interim audit in March 2026, Audit Scotland has noted in a Management Letter that the College has yet to fully implement prior year audit recommendations and this has impacted negatively on the post-mitigation risk score. Once the prior year recommendations have been addressed and evidenced to give assurances over the robustness of the control environment, the College will review the post-mitigation risk score.

3.2. Progress is being made on the Finance Improvement plan that was discussed with the Board. Updates are being brought to the Chairs' Committee monthly and the Finance & Resource Committee and Audit & Risk Committee on a quarterly basis.

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, 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.

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 MAs) 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 retain a low score. The latest review has not flagged any concerns or requirement to change the inherent risk score or the post mitigation score.

5.3. Work is ongoing within the College to ensure legislation relating to each area is embedded through all policies. The project is being overseen by the Governance Professional, but all Heads of Department are 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 likely insufficient funding for capital and maintenance works and as the Campus continues to age, there will be a higher demand for capital funding to support renovations.

6.3. The College is currently engaging the services of an architectural consultancy firm to support with a longer-term plan for investment in the College estate. Similarly, the College is supporting the SFC Baseline 2026 project through data collation to better inform the capital investment needs of the College sector. The results of the Baseline project may result in additional backlog funding becoming available in the future, but this will likely be determined by Government policy and priorities and so cannot be guaranteed.

6.4. The College would like to undertake a fabric first approach to the building which would include insulating the existing cladding. The lift issues have been well documented and the planning for this work is well underway, for which Scottish Funding Council SFC Emergency capital funding has been approved.

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

7.1. The inherent risk score has increased to 20, with post mitigation risk increasing from a score of 10 to a score of 15.

7.2. The College has appointed a new Health and Safety Advisor who will join the College mid-May 2026. In their absence, there has been continued support in this area from the Facilities department, as well as the previous postholder being on hand to assist with any new issues raised.

7.3. There has been an increase in the reporting of near misses, largely due to the placement of QR codes around the College. This has allowed the College to mitigate the risks as they are reported.

7.4. The College is also undertaking a training session in August 2026 at the All-Staff Conference in which Health and Safety at Work will be explored and facilitated by an external provider. Awareness raising of Health and Safety across all staff represents a further mitigation against this risk.

7.5. The College also recognises that a recent legal compensation claim for an unsubstantiated work-related health issue could give rise to further legacy claims being received. Nevertheless, the current implementation of an Occupational Health Surveillance and Monitoring service at the College will help to mitigate this risk going forward, with staff Health Surveillance reports being regularly conducted, formally documented and retained as evidence of safe and effective working conditions.

8. RISK SEVEN – BUSINESS INTERRUPTION

8.1. Inherent risk score has increased to 20 and the post mitigation risk score also increasing to 16.

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. The Business Continuity internal audit took place during March 2026 and the results noted improvements were needed in respect of documentation, policy and some processes, all of which the College has accepted and is currently implementing. The increase in the risk score reflects the ongoing work to address residual recommendations from the internal audit. Once the actions to resolve the internal audit recommendations are complete and the College can evidence mitigating factors, the score will be reviewed accordingly.

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. Internal training has taken place and the externally led training is scheduled for 19th May 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 2026 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 stays at 12, whilst the post-mitigation risk has increased to 8.

10.2. The Quality, Learning and Teaching Innovation Department in the College continues to engage proactively with the Quality Assurance Agency (QAA) to ensure the quality of teaching, learning and academic standards within the College.

10.3. The College also enables existing lecturing staff to undertake Teaching Qualifications for Further Education (TQFE). This qualification also supports the College to deliver a high quality of teaching provision.

10.4. There were IV system issues in relation to the implementation of the new systems. These are now resolved, so may reflect in a review of this score next quarter.

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. Middle management training has been undertaken during 2026 to support new and existing managers and ultimately improve staff experience. The College is also looking to roll out 'Report and Support' for staff use to voice any health, wellbeing and safeguarding concerns and further opportunities for staff to engage with the Senior Leadership are in train through a series of organised meetups.

11.3. People Services has also scoped out a Staff Pulse Survey to be issued in August 2026 at the All-Staff Conference to ensure an effective mechanism for the staff voice. Moreover, 'staff voice' will be embedded as a standing agenda item at departmental meetings.

11.4. The People Services team is supporting internal training on the iTrent system, with new modules rolled out to Senior Management and a further scheduled roll out to all staff, including career reviews and recruitment. Guides will be available to all staff and the People Services team continues to develop technical skills 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 upmost 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 has now been implemented. Two security guards have been onsite since April 2026

12.4. The College have gone through a positive Student Association internal 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.

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. Cross college Emily test Gender Based Violence (GBV) charter working group is now established with Student Association membership.

13.5. The College has appointed a new Student Engagement Manager to help support a positive student experience.

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. The External Effectiveness Review conducted during 2025 also demonstrated the robust governance in place at the College.

14.4. SLT is aware that the ongoing 3(10)-ruling lodged by the Employment Tribunal appellant may still pose reputational risk in respect of our governance arrangements.

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. The College's Principal and Governance Professional are both members of the Good Governance Steering Group.

15.4. 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.

16.3. The new Sustainability Officer has been in post since January 2026 and meets weekly with other Sustainability Leads to assist in driving the college to meet carbon targets. The Sustainability Officer also recently attended EAUC conference in March 2026 to gain insights into best practice across the sector.

17. EQUALITIES

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

18. RISK AND ASSURANCE

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

19. RECOMMENDATIONS

19.1. Members are recommended to:

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

19.1.2. note 6 amendments to risk scoring since February 2026 in respect of financial controls, health & safety legislation, standards of teaching and business interruption.

APPENDICES

Document 09.2 The College's Strategic Risk Register

BOARD OF MANAGEMENT

CONSIDERED BY: AUDIT AND RISK COMMITTEE

DATE:	19 June 2026
AGENDA REF:	18
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: • 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	• 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:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY	• 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 January 2026 the following issues have been reclassified from Amber to Green.

- 2.2 Student and Engagement and Quality Monitoring and Oversight – four Board Members participated in the Student Question Time panel held on 21 April 2026.
- 4.5 Identifying Training Needs for the Board – training opportunities have been circulated to the Board in the Governance Professional’s update. A Board Induction Hub is also in the process of being created which will host presentations on topics ranging from Finance, College Landscape and Committee Remits.
- 4.6 Set Objectives and Identifying Training Needs for Principal – the Chair conducted the Principal’s Career Review where objectives and training needs were identified.
- 4.9 Revisit and Refresh Board Evaluation Process and Procedure – work has been ongoing to develop updated surveys to assess both the Chair’s performance and the Board’s self-evaluation. The revised questionnaires include more detailed questions to support the production of a robust report and associated action plan.

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. **May 2026** There is an indication from the Unison Regional Organiser that a new Unison representative may be appointed shortly. College not in breach of any legislation not having a Union Representative. Work is ongoing at GGSG regarding election of TU Members. (Amber)
	1.3 Performance	Refresh paperwork for self-assessment	Governance Professional	**November 2025**The externally facilitated review report was published on 30 September 2025.

		and evaluation and plan for externally facilitated self-assessment review		**May 2026** A new survey to support Chairs Evaluation has been created and issued to Board Members along with new Self Evaluation Survey which will be issued mid-May. (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) **May 2026** The College is changing its strategic approach to marketing, with a view to create a postholder responsible specifically for public relations and stakeholder engagement. This role should be in place by August 2026, with a view to revamping external engagement.
		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: • 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. **May 2026** Board Members participated in Student Question Time. However, this process will be amended for future sessions.

				(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	**January 2026** Curriculum Planning has been reworked to ensure it is more 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	Through the Board Member Conversations as outlined in 1.4 give members an opportunity to engage with students. The Learning, Teaching and Student Experience Committee oversees progress of the Quality Enhancement Plan presented. Where possible the College would welcome more Board member involvement, and there has been a "Dragons Den" initiative which has been successful. **May 2026** Student Question Time was held on 21 April with 4 Board Members sitting on the panel. New Student Engagement Manager came into post in May 2026 and will work with the Quality and Learning and Teaching Innovation team to enhance and reward student engagement in quality processes. (Green)
3 **Accountability**	3.1 Accountability & Delegation	Involve staff in discussions on facing challenge	Principal and VP for Finance, Resources and Sustainability	All staff receive a key message update after every Board meeting. **November 2025**

				SLT and middle managers attended a session with Professor Joe Little which discussed challenges faced by the college sector. **May 2026** Following Board Development Day with Graven regarding the College estate, staff and students will be involved in the next round of consultations. (Green)
	3.2 Risk Management	Connect risk appetite to risk register	Vice Principal Finance, Resources and Sustainability	**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 (Amber)
		Consideration of a Risk Assurance Diagnostic Tool	Principal and VP for Finance, Resources and Sustainability	**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 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)
		Identify opportunities and	Principal and Vice Principals	**October 2025**

	3.5 Financial & Institutional Sustainability	address challenges in context of "flat cash" settlement. Explore options for best use of resources to generate income. Explore options for 3rd sector partnerships.	Ongoing	Work is ongoing in this area. The VP for Student Experience and Innovation has been conducting various partnership meetings over the past few weeks. **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. **May 2026** The Board are hosting a Board Strategy Day on 26 June 2026 focusing on income diversification. (Amber)
	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** The Staff Newsletter is running a 'Spotlight on..' session to introduce the Board to staff and welcomes introductions. **January 2026** Feedback has been positive from staff regarding the 'Spotlight' section. The Governance Professional encourages more Board Members to get involved. (Green)
		Improve information flow to appointed staff representatives	Principal & Governance Professional	Minutes are published in a timely manner on the website and 'key messages' are communicated to all staff through the staffing Teams channel. (Green)

		Involve appropriately skilled staff by way of attendance at Committee Meetings and also participation in Strategy and Training days	Principal & Governance Professional	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. **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)
4.1 Effectiveness	4.2 Board Chair	Plan for appointment of new Chair in 2024	Principal & Governance Professional June 2024	Implemented (Green)
	4.3 Senior Independent Member	Refresh Training & Support	Governance Professional	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)
	4.5 Board Members	Identify Training needs	Governance Professional November 2025	**November 2025** Skills matrix has been completed and GP continues to advise Board Members of training opportunities. Gordon Hunt from CDN attended the first ARC of the academic session and presented at the Board Training Day in November. **January 2026** Four new Board Members have been appointed since September 2025. Three inductions have been carried out with one still to be arranged. **May 2026** Governance Professional has created a Board Induction Hub containing presentations on various

				governance aspects and College landscape. Training opportunities continue to be sent via GP's update. (Green)
	4.6 Principal & Chief Executive	Set objectives and identify any training needs.	Chair June 2025	**October 2025** The Chair and Vice Chair have an action from the remuneration committee to set objectives for year 2025/26. **May 2026** Chair and Principal have conducted a Career review and objectives set for the upcoming year. (Green)
	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	SLC has had TU observers at Committees and Board for several months. Formal induction has now taken place. (Green)
	4.9 Board Evaluation	Revisit and refresh process and procedure	Governance Professional [Ongoing]	External Effectiveness Review was positive in respect of our process and procedure. The GP will continue to revisit and refresh processes, as appropriate. **May 2026**

				New Chair's Evaluation survey has been created along with a Board Self Evaluation which will be sent out mid-May. (Green)
5 Relationships & Collaboration	5.1 Partnership Working	Build Collaborative initiatives with Regional Partner	Governance Professional and Principal	**July 2025** Principal is now the Chair of the College Partnership West group and attends Skills Led Regional Planning sessions. Quarterly meetings are held with South Lanarkshire Council relating to collaboration. SLC attended the Board Training Day in November to discuss opportunities. (Amber)
		Community Development	Principal and Vice Principal for Learning Teaching and the Student Experience. [Ongoing]	Ongoing. (Amber) The new Student Engagement Manager came into post in May 2026. They will work with external stakeholders to add value to on-campus curricular and co-curricular activities through the development of mutually beneficial relationships with a wide range of community partners. Work has already been initiated with Student Sport Scotland, Kilbride Hospice, Business Gateway Lanarkshire and Healthy & Active East Kilbride.
6 Other	6.1 Equalities	Equalities Awareness Training	Governance Professional Ongoing Training	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)

	6.2 Student Association Support & Recognition	Student Awards Funding	Management Ongoing Support	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)

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	NJNC
E Signature Policy	June 2024	May 2027
Equality Policy	Nov 2023	No Date – in process of being updated
Fee Waiver Policy	July 2023	July 2026
Fees Policy	June 2024	August 2026
Finance Regulations	June 2024	August 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 2027
Safeguarding Policy	June 2024	August 2027
Staff Code of Conduct	Oct 2023	March 2027
Student Discipline Policy & Procedure	April 2023	August 2027
Whistleblowing Policy	July 2023	November 2030
Note that this element of the Rolling Review is under ongoing review and further policies may be added at request of Committees		

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:	19 June 2026
TITLE OF REPORT:	Approvals April - June 2026
AGENDA ITEM:	19
AUTHOR AND CONTACT DETAILS	Vari Anderson, Governance Professional Vari.anderson@slc.ac.uk
PURPOSE:	To note the electronic approvals granted by the Board from April to June 2026
KEY RECOMMENDATIONS/ DECISIONS:	The Board is asked to: • Note the Board's approval of the Public Interest Disclosure (Whistleblowing) Policy and Procedure.
RISK	That decisions made outside the formal Board and Committee cycle may not be perceived as transparent.
SUMMARY OF REPORT	• Note the Board's approval of the Public Interest Disclosure (Whistleblowing) Policy and Procedure.

1. INTRODUCTION

1.1 This report provides a formal record of the approvals granted by the Board between April – June 2026.

1.2 During this period, the Board considered one matter via e-mail correspondence, the Public Interest Disclosure (Whistleblowing) Policy and Proce

2 BACKGROUND AND APPROVAL PROCESS

2.1 The Public Interest Disclosure (Whistleblowing) Policy and Procedure was initially considered at the Board of Management meeting on 4 June 2025. Following consideration and discussion, the Board requested that the policy be reviewed by the College's solicitors.

2.2 Prior to submission to the solicitors, the terms of the policy were considered and approved by the Joint Negotiating Committee.

2.3 Due to a change in the College's solicitors, there was a delay in receiving the policy and procedure back, with the solicitors recommending amendments to strengthen the document.

2.4 A revised policy was approved by EIS-FELA and UNISON.

2.5 On 12 May 2026, the Governance Professional wrote to the Board to seek approval of the amended policy and requested approvals by 2 June 2026.

2.6 Table 1: Votes

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

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 Public Interest Disclosure (Whistleblowing) Policy and Procedure.

BOARD OF MANAGEMENT

Date	16 June 2026
TITLE OF REPORT	Audit & Risk Committee Chair's Report for the South Lanarkshire College Board
REFERENCE	21.1
AUTHOR AND CONTACT DETAILS	Peter Sweeney, Chair and Member of the Audit & Risk Committee Peter.sweeney@slc.ac.uk
PURPOSE	To provide the Board with a Report from the ARC Chair including matters discussed during the ARC Meeting on 19 May 2026
BOARD ACTIONS / POINTS TO NOTE	The Board is asked to consider the following key points, especially: • Members noted and remitted the Draft Business Continuity Policy for approval to the Board; • Noted the updates from Audit Scotland in terms of the Annual Audit Plan for 2025/26 and the Management Letter in respect of outstanding audit recommendations from prior year; • Noted the positive outcome from 1 Internal Audit report on Student Experience – Curriculum Audit; • Noted the outcome of the recent internal audit and further work required to enhance Business Continuity procedures; • Noted more progress on the SLC Internal Audit Recommendations monitor this quarter; • All other matters for information were noted and questions and comments were welcomed from the Committee.

KEY POINTS	**<u>05.1 BUSINESS CONTINUITY MANAGEMENT (BCM) POLICY</u>** The Committee considered the overarching document setting out the College's response to loss of crucial services in the event of an emergency or damage to the building, services or infrastructure. The Committee noted the strengths of the Policy but noted that the document did not address the role of the Board of Management, particularly in circumstances where the Executive Team may be required to take decisions out with their delegated authority. Further discussion ensued including training requirements for staff on the launch of the Policy on which the College assured the Board that training would be delivered. The Committee thereafter approved the Policy for remittance to the Board. **<u>06.1 INTERNAL AUDIT 2026/03: BUSINESS CONTINUITY</u>** The Committee noted the overall opinion expressed as 'requires improvement' which highlights that the system has weaknesses that could prevent the College from achieving control objectives. The Committee considered the report, particularly the recommendations around enhancements where two Priority 2 items were highlighted. The Committee were assured that while nine recommendations were made, six of these will be closed off following review of the Business Continuity Management Policy (see 5.1). A further two will be completed by August 2026 with the final point expected to be closed off by November 2026. **<u>06.2 INTERNAL AUDIT 2026/04: STUDENT EXPERIENCE – CURRICULUM</u>** The Committee was pleased to note the overall audit opinion of 'Good', which represents the highest level of assurance. The Committee acknowledged the progress around digital enhancements to curriculum planning and delivery and queried if consideration is given to student feedback/comments/impact. Reference was made to the recent Student Voice event and the restructure within Learning & Teaching now having an impact. Recruitment is underway for a Learning & Teaching Digital Facilitator. It was also noted recent Operational Planning events are taking account of student feedback. **<u>07. 1 DRAFT ANNUAL AUDIT PLAN 2025/26</u>**

	The Committee noted the Plan, with reference to the scope for audit, main elements and risk assessment of the College. The Committee noted the Auditor's explanation of the requirement in all statutory audit activity to examine the potential for Fraud and Management override), requesting any knowledge of suspected fraud to be brought to Audit Scotland's attention. The College Audit will take place in October 2026, with a turnaround of final accounts by the end of November 2026 in line with the Board reporting dates. **07.2 MANAGEMENT LETTER FROM AUDIT SCOTLAND** Audit Scotland extended their thanks for all staff cooperation during the interim audit in March /April 2026 but noted several weaknesses remained with actions from the 2024/25 audit report remaining outstanding. The Committee noted its concern regarding older items and queried the timelines and priorities. The Committee was advised that monthly meetings are to be conducted with People Services and Finance covering system access, journal entry authorisation, and evidenced, second officer review of core monthly processes. The Executive Team provided assurances that the College recognises the importance of concluding past audit recommendations and will prioritise resource to evidence greater compliance by the 2025/26 Statutory Audit in October 2026. **08.1 ROLLING AUDIT RECOMMENDATION MONITOR AND COMMENTARY** The Committee noted 18 recommendations had been progressed in the period, with 10 recommendations being marked as complete during the last quarter and a further 8 partially complete. The Committee acknowledged previous concerns around inconsistencies and was pleased to see a significant difference to the last report, including the level of professionalism and rigour and feel assured around actions being progressed in a timely manner. **09.1 STRATEGIC RISK REGISTER** The Committee noted the report and discussed possible improvements in presenting this data, including the use of a risk dashboard, which is currently being reviewed. The Committee suggested that 'Employee Relations' could be added as a risk however it was noted that inclusion of employee

	issue(s) would need to strike the balance between awareness of operational detail and the potential risk of exposure. **10.0 ASSURANCE FRAMEWORK POLICY** The Committee considered the paper and policy, noting good practice comparisons with other colleges. Discussion included the 'Three Lines of Defence' model and recognised links to internal and external audits in providing stakeholders with assurances over key College processes. It was suggested that it might be useful to host a wider discussion on the topic at a future Board Development Day. The Governance Professional commented on this being a strong example of C13 within the Code of Good Governance and would allow the Committee to fulfil its purpose of supporting the Board and Principal in reviewing the reliability and integrity of assurances. **11.1 BI-ANNUAL REPORT OF CYBER SECURITY** The Committee was complimentary of the report, noting clear presentation of key facts in terms that could be understood by all stakeholders. Discussion covered the number of cyber-attacks blocked under the Microsoft licence, with specific reference to Canva and Robinhood. The Committee noted a lack of baseline understanding of what constitutes a typical volume of cyber-attacks and suggested that sector-comparable data be included to enhance awareness and provide greater assurance. **12.1 FINANCE IMPROVEMENT PLAN** **Reserved Item: Commercially Sensitive** The Committee noted the report. The details of the report will not be published due to commercial sensitivity. **13.0 PENSION AND PAYROLL PROJECT UPDATE** **Reserved Item: Commercially Sensitive** The Committee noted the update to the standing agenda item on the historic pension and payroll project. The details of this report will not be published further due to being commercially sensitive. **14.0 QUARTER 3 COMPLAINTS REPORT**

	The Committee noted this report was recently considered at the Learning Teaching and Student Experience (LTSE) Committee and that the Chair of the Board of Management was previously alerted to a now resolved glitch in the complaints system. Thanks were extended to the team on their proactive work to avoid potential issues and this report was submitted to this Committee for information only. **15.0 GOVERNANCE ROLLING REVIEW** The Committee noted 4 areas moving from amber to green with ongoing work to address several outdated items and the intention to refresh and align more with the Code of Good Governance. An update will be presented at the next ARC meeting (August 2026). **16.0 AUDIT SCOTLAND TECHNICAL BULLETIN** The terms of the Audit Scotland Technical Bulletin were noted, acknowledging the requirement for more reporting around sustainability in the financial statements for 2025/26, which is ongoing within the college. **CONCLUSION** The College has continued to monitor all aspects of risk management, control and governance A heightened focus has been placed on the conclusion of prior year external audit recommendations this year, on which the College Management team have provided commitment. The Committee remains of the opinion that the College's internal financial and management systems are adequate and effective but is mindful that progress on the Finance Improvement Plan is a key enhancer of the College's financial control environment. The Committee was pleased to see further progress on the internal audit recommendations monitor this quarter. The Committee is of the view that there is an ongoing process for identifying, evaluating and managing the College's significant risks.

South Lanarkshire College
East Kilbride

BOARD MEETING

DATE	16 June 2026
TITLE OF REPORT	Learning Teaching and Student Experience Committee Chair's Report for the South Lanarkshire College Board
REFERENCE	21.2
AUTHOR AND CONTACT DETAILS	Prof Jo Gill, Chair of the Learning Teaching and Student Experience (LTSE) Committee Jo.Gill@slc.ac.uk
PURPOSE	To provide the Board with a report from the LTSE Committee Chair, including matters discussed at the Committee meeting of 14th May 2026.
BOARD ACTIONS / POINTS TO NOTE	Members are asked to: • Note current curriculum delivery performance and positive trends in retention and withdrawal; • Note planned curriculum developments and implications of the two-semester delivery model; • Note strengthened student voice activity and quality assurance processes; • Note progress in student support services integration, wellbeing provision, and support for priority groups; • Note ongoing development of learning and teaching enhancement and professional learning; and • Note key operational updates including marketing, complaints handling, KPIs and employer engagement planning.
KEY POINTS	**1) Student Association Report** • The Committee noted continued strong Student Association activity, including fundraising, communications, and student engagement initiatives;https://southlanarkshire-my.sharepoint.com/personal/spettigrew_slc_ac_uk/_layouts/15/Doc.aspx?sourcedoc={61CFC365-C87D-4E97-83F2-4E48B5620516}&file=Draft LTSE Committee Minutes 140526 VA.docx&action=default&mobileredirect=true • Discussion highlighted the importance of improving the structure of future reports, specifically by including an Executive Summary at the beginning, and providing clearer

	data on student communications activity such as the student newsletter and Teams channels; and • The Committee formally recognised and thanked the outgoing Student President and Vice President for their contribution. **2) Curriculum Report** • The Committee reviewed current credit delivery and forecast performance for Academic Year 2025–26 and noted continued achievement of targets year-on-year; • Positive trends were noted in retention and withdrawal rates based on live in-year data, giving confidence in overall delivery; • Discussion focused on the planned move to a two-semester model. Assurance was provided that this change will not reduce student learning time and is supported by students, staff, and industry as it allows greater opportunity to adapt and embed learning; • The Committee discussed the need to ensure equitable access to employer engagement and placement opportunities across HNC and HND programmes; and • Members noted the potential opportunities arising from de-regionalisation, particularly the increased flexibility to engage with the Scottish Funding Council regarding additional credits in response to demand. **3) Quality and Learning & Teaching Innovation Report** • The Committee noted that quality assurance and enhancement activity remains on track, with the SLC Way Cycle adapted to prioritise statutory and operational requirements; • Student voice and engagement continue to strengthen, demonstrated through improved survey response rates and more effective student-led enhancement activity; • The Committee received assurance that self-evaluation and quality assurance processes are robust, with actions embedded through SEAP and institution-led review activity, and that external verification outcomes remain positive; • Learning and Teaching Innovation activity is progressing well, including delivery of professional learning, curriculum enhancement activity, and planning for further development in 2026–27; and

	• The Committee noted engagement with the Tertiary Quality Enhancement Review (TQER), with national feedback expected in July 2026. **4) Student Engagement and Partnership Report** • The Committee noted continued progress in the transition of Educational Learning Support (ELS) into Student Support Services, including improvements to systems, case management processes, and reporting capability; • Updates were provided on counselling and wellbeing services, highlighting sustained demand and the breadth of support available to students. The Committee welcomed the appointment of the Student Support and Wellbeing Manager and confirmed that all posts within the team have now been filled; • A strong focus remains on supporting care-experienced learners and other priority groups, with targeted survey activity and ongoing evaluation informing future developments; • The Committee noted effective partnership working, including delivery of the Supporting Successful Transitions webinar with ASPIRE, and wider engagement activity such as Care Day and upcoming celebration events; and • Members commended the high quality of support provided to vulnerable learners and the strong collaborative approach across the College. **5) Matters for Information** Matters for Information included: **Marketing and Communications Update** The Committee noted strong performance in the 2026–27 recruitment campaign and high attendance at the March Open Evening. **Quarter 3 Complaints Report** The Committee noted continued compliance with SPSO requirements and the development of a new in-house complaints handling system to replace the current legacy system. Members commended the proactive work undertaken to minimise complaints and ensure organisational learning **Key Performance Indicators and Strategic Dashboard (Reserved Item)** The Committee noted the clarity of performance data and that the

	Student Experience Audit will be reported separately to the Audit and Risk Committee. **Consultation on Widening Access** The Committee noted engagement in sector-wide consultation through national forums such as CDN and Colleges Scotland. **Employer Engagement Plan 2026–27** The Committee noted the Plan and looks forward to further updates at future meetings. **6) Summary** The Committee was satisfied that curriculum delivery and planning remain strong, with improving retention trends and clear forward planning. Quality assurance arrangements continue to provide robust assurance, supported by strengthened student voice and engagement. Student support services are progressing well, with strong provision for vulnerable learners and positive developments in service delivery. Key enabling functions, including marketing, complaints handling, and employer engagement, are operating effectively. The Committee commends the continued progress across all areas and will maintain oversight of developments as the College moves into Academic Year 2026–27. **Summary of Actions** *Item 5 – Student Association Report* – The Executive Summary to be moved to the start of future papers, and to include Student Communications to be considered in future reports for Board awareness. *Item 9 – Marketing and Communications Update* – Typographical error at 12.1.3 (‘not or no longer’) amendment required. *Item 11 – KPI and Strategic Dashboard* – Change to colour scheme required for ease of reading.

BOARD OF MANAGEMENT

Date	16 June 2026
TITLE OF REPORT	Finance and Resources Committee Chair's Report for the South Lanarkshire College Board
REFERENCE	21.3
AUTHOR AND CONTACT DETAILS	Douglas Morrison, Chair of Board and Acting Chair of Finance and Resources Committee Douglas.morrison@slc.ac.uk
PURPOSE	To provide the Board with a Report from the FRC Chair including matters discussed during the FRC Meeting on 26 May 2026.

BOARD ACTIONS / POINTS TO NOTE	The Board is asked to note key points:
	• The Committee had noted and approved various policies with the caveat that some minor amendments within papers are corrected before remitting to the Board for approval:
	  ▪ Draft Budget 2026/27
	  ▪ Draft Mid-Year Return
	  ▪ Procurement Policy and Procedures
	  ▪ Procurement Strategy
	  ▪ Estates and Infrastructure Approach
	  ▪ Environmental Sustainability Policy
	• Cashflow and Accounts to 30 April 2026, noting a draft full year deficit of £633k and expected cashflow at 31 July 2027 of £2,1m, owing to the uplift of £1.5m in funding for 26/27.
	• The Quarterly update from Procurement.
	• The Quarterly update from Facilities
	• The Quarterly update from the Climate Change Action Team (CCAT)
	• The Quarterly update from the Business Innovation and Development Team.
	• The Finance Improvement Plan for 2026
	• Updates to the Strategic Dashboard for Growth, Innovation and Sustainability actions in the last quarter.
	• Matters for information, including capital expenditure to 30 April 2026.

KEY POINTS	**<u>05.1 DRAFT BUDGET 2026/27</u>** Reserved Item: Commercially Sensitive in Draft Form The Committee noted the paper and questions were invited. The Committee discussed context regarding funding pots, staffing costs, absences, expenditure and income diversification. The details could not be published due to being commercially sensitive in draft form. **<u>05.2 DRAFT MID-YEAR RETURN (MYR) TO SCOTTISH FUNDING COUNCIL</u>** Reserved Item: Commercially Sensitive in Draft Form The Committee noted the paper, including the ongoing reliance of SFC grants. Paper **approved** and remitted to the Board. The details could not be published due to being commercially sensitive in draft form. **<u>05.3 PROCUREMENT POLICY AND PROCEDURES REVIEW</u>** With some minor adjustments proposed, the Committee noted the Policy and Procedure Review. The Policy and Procedure was approved and remitted to the Board. **<u>05.4 PROCUREMENT STRATEGY</u>** The Committee noted the Strategy and its alignment with the College Strategy, which is reviewed annually. Paper approved and remitted to the Board subject to some minor amendments. **<u>05.5 ESTATES AND INFRASTRUCTURE APPROACH</u>** The Committee considered the intention of the approach, to lay out a strategic framework that would underpin all infrastructure decisions going forward. The Committee noted its alignment with the Scottish Government investment hierarchy, skills planning with Glasgow City Region (GCR), and the Scottish Funding Council (SFC) infrastructure investment plan around sustainability and carbon reduction. Reference was made to feedback at the Board Planning Day (21/4/26) with Graven and the ongoing work to establish a detailed medium to long term capital investment plan for the SLC estate.

	Discussion included the potential for SLC to become the first zero bills college, taking account of capital investment and technical challenges. The Committee approved the paper and remitted to the Board subject to some amendments noted. **05.6 ENVIRONMENTAL SUSTAINABILITY POLICY** The Committee noted the updated Policy and verbal update around sustainability reporting disclosures that are now a requirement for statutory annual reports in 2025/26 and beyond. The Committee **approved** the policy and remitted to the Board. Reference was made to the Ellen MacArthur Foundation which provides reliable information on closed loop circular economy systems, which would be a better source of reference within the Policy. **06.1/06.2 MANAGEMENT ACCOUNTS TO 30 APRIL 2026 AND CASHFLOW** The Committee noted a draft operating deficit of £376 k as at 30 April 2026, with a projected full year forecasted deficit of £633k (2025/26 Budgeted deficit £788k). The decline on the forecasted full year deficit of £633k from £583k is due to the withdrawal of revenue streams that are no longer materialising in 2025/26. A discussion ensued regarding levels of sickness impacting on payroll costs and a further deep dive is required for better overview and management. The College expects its cash balance will land around £2.1M by July 2027, which largely reflects the positive impact of the recently announced 9.3% increase in SFC Core Funding grants for 26/27 (a £1.5m cash uplift). **06.3 QUARTERLY UPDATE – PROCUREMENT** The Committee noted and considered the update. Discussion included a request for reference to community benefits to enable better understanding around social value. It would also be beneficial for information to be provided on key suppliers, albeit the Committee understood the commercial sensitivity of disclosing such data more widely. **06.4 QUARTERLY UPDATE – FACILITIES**

	The Committee noted the report and verbal update around the lift works and timeline for the completion of the project. The Committee considered the Red Amber Green (RAG) status of key contracts with a request that the College reconsider approach to RAG rating as a more strategic exercise and less operational. College Management was accepting of this point for future reporting cycles. **<u>06.5 QUARTERLY UPDATE – CLIMATE CHANGE EMERGENCY ACTION PLAN (CCEAP)</u>** The Committee noted the updates to the Plan. A request was also made by the Committee for the action plan to include owners, and oversight of what is required to complete the action(s). The College also attended the Environmental Association of Universities and Colleges (EAUC) Conference on 31 March 2026. The Committee was interested to learn about the College's plan for bee keeping within the Horticulture department, ensuring health and safety and risk assessment are conducted for involved parties. The Committee noted the College's commitment to remaining aware of access to potential funding to drive forward with its Net Zero initiative by 2040. **<u>06.6 QUARTERLY UPDATE – BUSINESS INNOVATION & DEVELOPMENT</u>** The Committee noted the quarterly updates. The Committee learned of engagement with 25 separate opportunities, with 18 proposals submitted during 25-26 (11 successful – 61%, 4 under appraisal – 22%, 3 unsuccessful – 17%), 3 proposals currently under development and 4 new leads being pursued at this time. Reference was made to the withdrawal of Clyde Maritime Funding for 2025/26 which remains outside of the College's control. However, the Committee was encouraged by the positive relationships developing with Climate Strathaven Action and South Lanarkshire Council's Employability Services. Additional current leads include Raising Income through Skills and Education (RISE): (Scottish Government funding) and Local Innovation Partnerships Fund (LIPF): (UK Research and Innovation UKRI Funding), of which the College is hopeful to receive funding in 2026/27 but for which no firm commitment has been made. **<u>06.7 FINANCE IMPROVEMENT PLAN 2026</u>**

	Reserved Item: Commercially Sensitive The Committee noted the report. The details of the report will not be published due to commercial sensitivity. **06.8 STRATEGIC DASHBOARD UPDATES** ***Reserved item: Commercially Sensitive*** The Committee acknowledged the dashboard quarterly update to both Growth and Innovation and Sustainability over the last quarter. The details will not be published due to being commercially sensitive in draft form. **MATTERS FOR INFORMATION** **CAPITAL EXPENDITURE TO 30 APRIL 2026** The College has committed spend of £682,363 year to date on capital projects against the high-level plan presented to the Board on finalisation of Budget 2025-26.

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