

FINANCE AND RESOURCES COMMITTEE

NOTICE

There will be a meeting of the Finance and Resources Committee (FRC) at 1730 hours on 24 February 2026 in the Boardroom and on Teams.

AGENDA

Agenda Item		Paper	Lead
01	Apologies for Absence	N	VA
02	Declaration of any potential Conflicts of Interest in relation to any Agenda items	N	All
03	Minutes of Previous Meetings (02 Dec 2025)	Y	LW
04	Matters Arising from the Previous Meeting	N	LW
05	Matters for Approval		
05.1	Reserved: In Draft Form – Intended for Future Publication Finance Strategy	Y	EMCK
05.2	Reserved: In Draft Form – Intended for Future Publication Financial Sustainability Policy	Y	EMCK
05.3	Reserved: In Draft Form – Intended for Future Publication Debt Management Policy	Y	PF
05.4	Finance Regulations	Y	PF
05.5	Reserved: In Draft Form – Intended for Future Publication Procurement Regulations	Y	PF
06	Matters for Discussion		
06.1	Management Accounts to 31 st January 2026	Y	PF
06.2	Cashflow Report	Y	PF
06.3	Quarterly Update – Procurement	Y	PF
06.4	Quarterly Update – Facilities	Y	JJ
06.5	Quarterly Update – Climate Change Emergency Action Plan (including Public Bodies Climate Change Report 2025)	Y	OO
06.6	Quarterly Update – Business Innovation & Development	Y	EMCK
06.7	Reserved: Commercially Sensitive Finance Improvement Plan 2026	Y	EMCK
06.8	Reserved: Commercially Sensitive Strategic Dashboard updates	Y	EMCK
07	Matters for Information (No overviews required – questions invited)		

07.1	Scottish Government: College Sector Indicative Budget 2026/27	Y	EMCK
07.2	Procurement Strategy: Strategic Priorities revision	Y	EMCK
07.3	Letter to the Scottish Funding Council in respect of College borrowing and investment restrictions	Y	SMCM or EMCK
08	Any Other Business		
09	Summation of Actions and Dates of Next Meetings (26 May 2026)		

Key:

AS	Anna Stoll	Committee Member
DM	Douglas Morrison	Chair – Board of Management
EMcK	Elaine McKechnie	Vice Principal – Finance, Resources and Sustainability
HA	Heather Anderson	Committee Member
JJ	James Jamieson	Depute Head of Curriculum
LW	Laura Wright	Chair – Finance and Resources Committee
OA	Odira Atueyi	Committee Member
OO	Omatsola Oke	Sustainability Officer
PF	Paddy Feechan	Head of Finance
SG	Scott Gray	Committee Member
SMcM	Stella McManus	Principal
VA	Vari Anderson	Governance Professional

Unconfirmed FRC Minutes

FINANCE AND RESOURCES COMMITTEE

MINUTES

FRC Committee on 02 December 2025 at 1500 hours via Microsoft Teams or in the Boardroom at South Lanarkshire College

<p>Present Laura Wright, Chair (FRC) Douglas Morrison, Chair of the Board (online) Stella McManus, College Principal Scott Gray, Committee Member Heather Anderson, Committee Member Odira Atueyi, Committee Member (left 1618)</p>	<p>In Attendance Elaine McKechnie Paddy Feechan Wilma MacLeod James Jamieson Peter Sweeney (Chair of ARC) Kerry Toner, Audit Scotland (Item 5) Ciaran O'Brien (Item 5) David Archibald, Henderson Loggie (Item 5)</p>
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Vari Anderson, Governance Professional
 Christine Clark (Executive & Governance Administrator)

AGENDA ITEM	
01	Apologies for Absence None noted.
02	Declaration of any potential Conflicts of Interest in relation to any Agenda items None noted.
03	Minutes of Previous Meeting – 26 August 2025 The minutes were noted as accurate.
04	Matters Arising from the Previous Meeting – 26 August 2025 None noted.
05	Matters for Joint Committee Approval
	<p style="color: red;">Reserved item: Commercially Sensitive in Draft Form</p> <p>Draft Financial Statements for the year to 31 July 2025; To be considered in conjunction with:</p> <p>Proposed Annual Audit Report to the Board of Management and the Auditor General for Scotland (i.e. report of the external auditors)</p> <p>The Committee considered and fully discussed the paper and noted the overview of the new revised Financial Statement document provided with thanks to Elaine</p>

	<p>McKechnie (Vice Principal - Finance Resources and Sustainability) and Grant Costello (Interim Marketing and Communication Manager).</p> <p>The details could not be published due to being commercially sensitive in draft form.</p> <p>ACTION: College Management to write to the CEO of Scottish Funding Council to discuss the evolving funding model and the removal of treasury management initiatives</p> <p>After discussion, the Committee: approved the Draft Financial Statements and Remitted to the Board. Approved the Annual Audit Report and remitted to the Board</p> <p>The Committee extended its thanks to Audit Scotland for the report and overview provided.</p>
06	Matters for Discussion
06.1	<p>Management Accounts to 31 October 2025</p> <p>The Committee noted the contents of the report, the financial position for the period and the supporting narrative.</p> <p>The Committee acknowledged that all settlements have been confirmed as completed, with the final payment made in December 2025. The updated cash position will be presented at the next FRC Committee meeting.</p>
06.2	<p>Cashflow Report</p> <p>The Committee noted the contents of the report and the regular updates to the Senior Leadership Team (SLT).</p>
06.3	<p>Quarterly Update – Procurement</p> <p>The Committee noted the terms of the report and an updated was given on the broken lift where a request for emergency funding had been submitted to the SFC, however, the funds had already been allocated earlier in the year.</p>
06.4	<p>Procurement Annual Report 2024/25</p> <p>The Committee noted the terms of the annual report.</p> <p>The Committee asked whether the College and/or APUC maintain a risk matrix that maps supplier risks alongside cyber resilience. It was noted that APUC carries out basic liquidity checks on companies, and the Committee agreed that additional assurances would be beneficial.</p> <p>Action: The Committee noted the potential for college engagement with Regulated Procurements with Community Benefit Requirements and requested an update for the next Finance and Resources Committee.</p>
07	Matters for Approval
07.1	Procurement Strategy

	<p>The Committee noted the report and discussed the usage of local/regional suppliers. Suggested effort around value and the resilience within the communities we serve.</p> <p>ACTION: To include a sentence acknowledging the College as an anchor institution and to create value in the community.</p> <p>The Committee approved the strategy subject to the sentence being added around local companies to help create value in our community.</p>
07.2	<p>Modern Slavery Statement</p> <p>The Committee noted significant changes to last year's statement reflecting dissolution, APUC prioritisation and training with the Procurement Manager to ensure correct interactions with suppliers.</p> <p>The Committee approved same and remitted to the Board.</p>
07.3	<p>Committee Terms of Reference</p> <p>The Committee noted the Terms of Reference were previously agreed on 24/9/24. This updated version has removed reference to the Lanarkshire Region, further to the People and Culture Committee a verbal proposal was made to include a duty that all Committees to engage and escalate matters, where any relevant items arise.</p> <p>The Committee approved this paper for remitted to the Board.</p>
08	Matters for Information (No overviews required - Questions invited)
08.1	<p>Capital Expenditure</p> <p>The Committee considered and fully discussed the report.</p> <p>In particular, the Committee discussed the potential outcome if funding is not received from the SFC to fix the lift. The Committee were advised that an update will be provided.</p>
08.2	<p>Quarterly Update - Facilities</p> <p>The Committee noted the update. The Committee raised a query regarding the College's current utilities tariff. JJ will review the tariff and provide an update as an action point.</p> <p>Further query raised regarding Water in amber but with positive comments.</p> <p>ACTION: EMcK will check with the Facilities Team why this item is not green instead of amber.</p>
08.3	<p>Quarterly Update – Environmental and Sustainability</p> <p>The Committee noted the update and WMacL referred to Table 2.2. 24/25 SEAP actions continuing into 25/26.</p>

	Question raised around wider engagement with Committee/Board partnering opportunities and engaging with the student body.
08.4	<p>Student Fees Policy 2025/26</p> <p>The Committee noted the policy.</p>
08.5	<p>Fee Waiver Policy 2025/26</p> <p>The Committee noted the terms of this policy, and a question was raised around discount to Staff, NHS and Police Scotland. Noted discount currently offered to staff at 20% with a further query around potential uptake if this discount was increased. It was noted that the executive team would consider this as an action point.</p>
08.6	<p>CLIC Innovate UK: Progress Update</p> <p>The terms of this report were noted with no questions raised.</p>
08.7	<p>Reserved item: Commercially Sensitive Business Innovation: Pipeline of Activity 2025/26</p> <p>The Committee noted the pipeline of activity.</p> <p>The details of the discussion could not be published due to being commercially sensitive.</p> <p>Thanks were extended to SP and EMcK for their input.</p>
08.8	<p>SFC Financial Sustainability Reports: Financial Sustainability of Colleges in Scotland 2022-23 to 2027-28 and Financial Sustainability of Universities in Scotland 2022-23 to 2026-27</p> <p>The Committee noted the terms of this Report.</p>
09	Any Other Business
	Nil raised.
10	<p>Summation of Actions and Date of Next Meeting – 24 February 2026</p> <p>Item 6.4 Action point: The FRC to be provided with an update on the potential for college engagements with Regulated Procurements with Community Benefit Requirements. For the executive team to consider creating a risk matrix for suppliers.</p> <p>Item 7.1 Action point: Sentence to be added to the Procurement Strategy around the College being an anchor institution and use of local companies to create value in our community.</p> <p>Item 7.2: Modern Slavery Statement approved. Remit to Board.</p> <p>Item 7.3: Committee ToR approved. Remit to Board.</p>

	<p>Item 8.2 Action point: JJ to check utilities tariffs and provide an update. EMcK to check Water showing amber and not green.</p>
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Item 8.5 Action point: Consideration to be given to increasing staff discount and increasing scope to include, NHS and Police Scotland

Meeting closed 1630

FINANCE & RESOURCES COMMITTEE

DATE	24 February 2026
TITLE OF REPORT	Finance Regulations review – Feb 2026
REFERENCE	05.4
AUTHOR AND CONTACT DETAILS	Paddy Feechan, Head of Finance Paddy.Feechan@slc.ac.uk
PURPOSE:	To update the Committee on changes made to the existing Finance Regulations to reflect more recent operational changes and requirements.
KEY RECOMMENDATIONS/ DECISIONS:	The Committee is asked to: <ul style="list-style-type: none"> • note and approve the changes reflected in the Finance Regulations update at February 2026; and • advise of any observations or concerns that they would also like to be addressed in these regulations, if any.
RISK	<ul style="list-style-type: none"> • The existence of Finance regulations attempts to prevent issues such as financial fraud, market manipulation, and excessive risk-taking, which can lead to financial instability. • They also aim to maintain stakeholder confidence and reduce the risk of reputational damage of the College by ensuring the stability of college controls and protecting our students and businesses from any fraudulent activities.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Student Experience • People and Culture Development • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The Finance Regulations are a necessary part of the College's overall control and good governance system. • Several changes have been proposed within this iteration of the Finance Regulations to take account of the restructure effective 1 August 2025 and the de-regionalisation from the Lanarkshire Board on 30 July 2025.

1. INTRODUCTION

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

2 BACKGROUND

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

3 DISCUSSION

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

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

4 RESOURCE IMPLICATIONS

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

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

5 EQUALITIES

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

6 RISK AND ASSURANCE

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

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

7 RECOMMENDATIONS

7.1 The Committee is asked to:

7.1.1 note and approve the changes reflected in the Finance Regulations update at February 2026; and

7.1.2 advise of any observations or concerns that they would also like to be addressed in these regulations, if any.



South
Lanarkshire
College

East Kilbride

FINANCIAL REGULATIONS

Version Number: 2.0

Document Information

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

Version History

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

Quick Links

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

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



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AMENDMENTS CONTROL SHEET - 1

All sections are dated February 2026 unless otherwise stated.

			Date of Amendment	Signed / Issued by
1	Introduction and background	6		
2	Management responsibility	7		
3	Capital expenditure (planning, authorisation and control)	12	Appendix 1	
4	Revenue expenditure (planning, authorisation and control)	12	Appendix 1	
5	Virement	13		
6	Control and legality of expenditure	13	Appendix 1&2	
7	Authorised signatories (Delegated power of authority)	15	Appendix 1-3	
8	Financial reporting and records	15		
9	E-Signatures	16		
10	Control of income	16		
11	Borrowing and leasing	17		
12	Banking arrangements	18	Appendix 3&4	
13	Cash floats	18		
14	Control of investments and trusts	19		
15	Control of inventories and fixed assets	19		
16	Procurement	20		
17	Audit	20		
18	Salaries, wages and pensions	22		
19	Other compensation payments	23		
20	Insurance	24		
21	Observance of Financial Regulations	24		
22	Financial Regulations of Students' Association	24		
23	Remit of the Chairs' Committee	25		
24	Declaration of Interests	25		
25	College Foundation	26		

TABLE OF CONTENTS

1	Introduction and background	6	
2	Management responsibility	7	
3	Capital expenditure (planning, authorisation and control)	12	Refer to Appendix 1
4	Revenue expenditure (planning, authorisation and control)	12	Refer to Appendix 1
5	Virement	13	
6	Control and legality of expenditure	13	Refer to Appendix 1&2
7	Authorised signatories (Delegated power of authority)	15	Refer to Appendix 1–3
8	Financial reporting and records	15	
9	E-Signatures	16	
10	Control of income	16	
11	Borrowing and leasing	17	
12	Banking arrangements	18	Refer to Appendix 3&4
13	Cash floats	18	
14	Control of investments and trusts	19	
15	Control of inventories and fixed assets	19	
16	Procurement	20	
17	Audit	20	
18	Salaries, wages and pensions	22	
19	Other compensation payments	23	
20	Insurance	24	
21	Observance of Financial Regulations	24	
22	Financial Regulations of Students' Association	24	
23	Remit of the Chairs' Committee	25	
24	Declaration of Interests	25	
25	College Foundation	26	

APPENDICES

Appendix	Title	Notes	Last Updated / Reviewed
1	Levels of authorisation		February 2026
2	Authorised signatories		February 2026
3	Bank signatories		February 2026
4	Banking Administrator Rights		February 2026

1. INTRODUCTION AND BACKGROUND

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

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

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

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

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

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

Particular reference should be made to:

[Financial Memorandum](#)

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

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

1.6 For the purposes of these Financial Regulations:

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

2. MANAGEMENT RESPONSIBILITY

2.1 Responsibility of the Board of Management

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

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

Its general responsibilities include:

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

2.2 Responsibility of the College Principal and Chief Executive

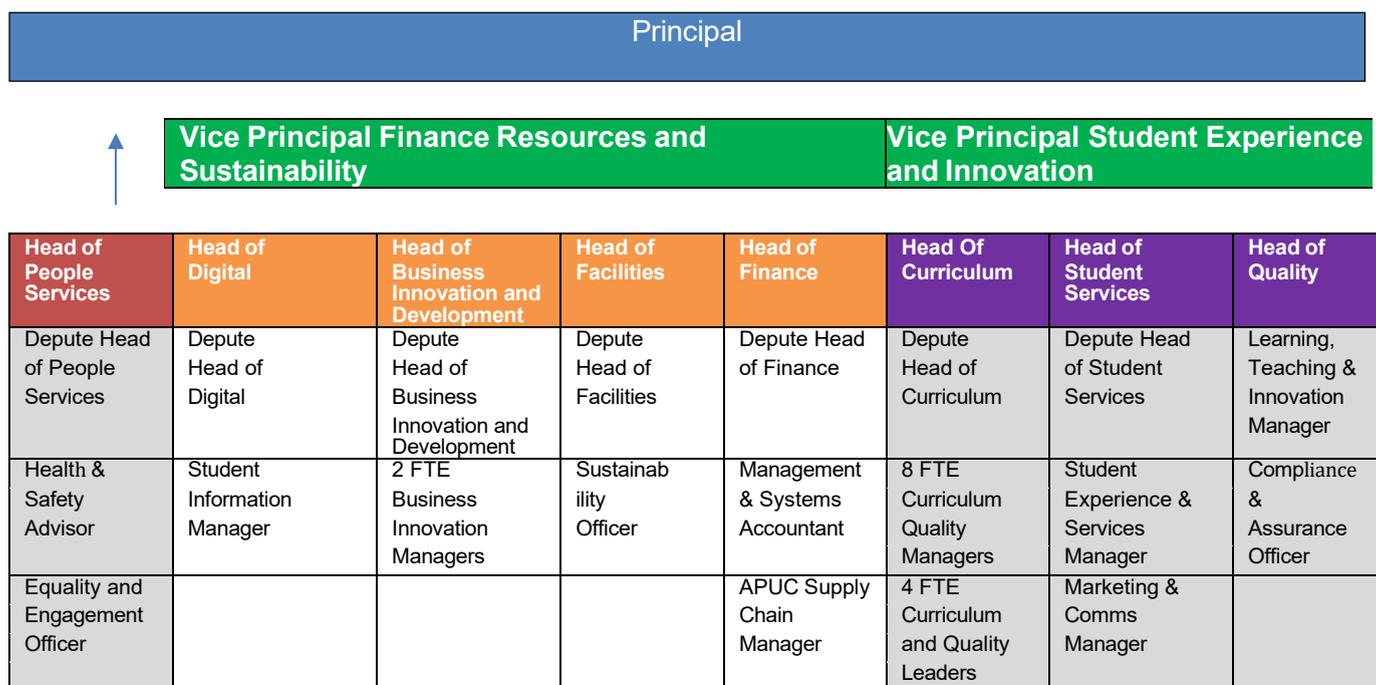
The College Principal is the head of the College Executive Team and is responsible for the operational management of the College and will act as the Chief Executive of the College, its Accounting Officer and the Chief Educational Adviser to the Board.

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

- Leading the College strategic planning process;
- Leading strategic risk management;

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

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



2.3A Responsibility of Vice Principals

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

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

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

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

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

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

2.3B Responsibility of Head of Curriculum

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

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

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

The current structure is as follows:

Head of Curriculum

Depute Head of Curriculum

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

2.3C Responsibility of Curriculum and Quality Managers (CQMs)

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

2.3D Responsibility of Curriculum and Quality Leads (CQLs)

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

2.3E Responsibility of Heads of Business Support Departments

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

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

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

2.4 Responsibility of All Members of Staff

Members of staff shall:

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

3. CAPITAL EXPENDITURE (PLANNING, AUTHORISATION AND CONTROL)

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

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

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

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

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

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

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

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

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

4. REVENUE EXPENDITURE (PLANNING, AUTHORISATION AND CONTROL)

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

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

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

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

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

4.6 Levels of authorisation are contained in Appendix 1.

5. VIREMENT

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

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

6. CONTROL AND LEGALITY OF EXPENDITURE

6.1 APUC / Supply Chain Manager

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

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

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

6.2 Legality

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

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

6.3 Control

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

6.4 Purchase of goods for personal use

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

6.5 Whistleblowing

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

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

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

6.6 Code of Conduct

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

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

6.7 Receiving Gifts, Hospitality and Entertainment

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

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

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

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

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

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

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

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

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

7. AUTHORISED SIGNATORIES (DELEGATED POWER OF AUTHORITY)

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

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

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

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

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

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

8. FINANCIAL REPORTING AND RECORDS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

9. ELECTRONIC SIGNATURE AUTHORISATION

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

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

10. CONTROL OF INCOME

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

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

Fee setting

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

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

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

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

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

Debt Management

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

10.8 Sums above £10,000 limit agreed by the Board of Management shall not be written off without their approval.

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

11. BORROWING AND LEASING

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

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

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

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

12. BANKING ARRANGEMENTS

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

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

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

12.4 While largely redundant now, any arrangements for the ordering, safekeeping, control and signing of cheques on behalf of the College would be made by The Head of Finance. As contained in the appendix, The Finance and Resources Committee determine cheque signatory authorisation limits over which formal endorsement is required

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

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

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

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

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

13. CASH FLOATS

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

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

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

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

14. CONTROL OF INVESTMENTS AND TRUSTS/TRUST FUNDS

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

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

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

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

15. CONTROL OF INVENTORIES / FIXED ASSETS

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

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

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

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

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

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

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

Asset Disposals

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

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

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

Asset Alterations

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

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

- where the asset is to be leased for a period of 5 years or more, prior SFC approval is required; and

- where the asset is to be leased for a period of less than 5 years, the Board of Management has authority to process the lease.

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

Current assets (Stocks)

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

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

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

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

16. PROCUREMENT

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

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

It can be found here <INSERT LINK>.

17. AUDIT

General Audit Requirements

17.1 External auditors and internal auditors shall have authority to:

- access College premises at reasonable times;
- access all assets, records, documents and correspondence relating to any financial and other transactions of the College;
- Require and receive such explanations as are necessary concerning any matter under examination;
- require any employee of the College to account for cash, stores or any other College property under his or her control; and
- access records belonging to third parties, such as contractors, when required.

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

Internal Audit

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

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

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

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

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

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

External audit

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

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

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

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

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

Other Auditors

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

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

18. SALARIES, WAGES AND PENSIONS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

19. OTHER COMPENSATION PAYMENTS

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

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

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

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

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

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

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

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

20. INSURANCE

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

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

- motor vehicle insurance;
- where buildings insurance is a condition of a lease;

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

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

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

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

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

21. OBSERVANCE OF FINANCIAL REGULATIONS

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

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

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

22. FINANCIAL REGULATIONS OF THE STUDENTS' ASSOCIATION

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

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

- The requirement for training within the Students' Association
- The definition of Petty Cash
- Example scenarios involving requirements for petty cash, floats, advance payments and reimbursement of expenses, together with procedures for use.

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

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

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

23. REMIT OF THE CHAIRS OF THE BOARD COMMITTEE

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

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

23.3 The duties of the Committee should include to:

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

24. DECLARATION OF INTERESTS

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

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

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

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

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

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

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

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

25. COLLEGE FOUNDATION

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

Transfers to the Arm's Length Foundation (ALF)

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

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

APPENDIX 1 - LEVELS OF AUTHORISATION

1 Purchase Orders and BACS / Manual Cheque Requisitions

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

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

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

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

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

2 Payroll Amendments

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

3 Petty Cash

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

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

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

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

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

APPENDIX 3 - BANK SIGNATORIES

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

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

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

APPENDIX 4 – BANKING ADMINISTRATOR RIGHTS

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

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

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

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

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



South
Lanarkshire
College

East Kilbride

FINANCE & RESOURCES COMMITTEE

DATE	24 February 2026
TITLE OF REPORT	Management Accounts to 31 January 2026 & Cashflow
REFERENCE	06.1 and 06.2
AUTHOR AND CONTACT DETAILS	<p>Paddy Feechan, Head of Finance paddy.feechan@slc.ac.uk</p> <p>Elaine McKechnie, Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk</p>
PURPOSE:	To update Members on management accounts to 31 January 2026 in conjunction with a projection of cashflow for 2025/26 and 2026/27 based on actual income and expenditure.
KEY RECOMMENDATIONS/ DECISIONS:	<p>Members are asked to:</p> <ul style="list-style-type: none"> • note the contents of the report, the financial position for the period and the supporting narrative; and • note the longer term cashflow situation as notified to Scottish Funding Council and the short term cashflow situation as presented to the SLT monthly.
RISK	<p>The main risks are:</p> <ul style="list-style-type: none"> • Going concern; that the College cannot maintain financial sustainability and is unable to provide high quality education and support to its students; and that • There are insufficient funds for capital maintenance and maintenance requirements.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • The Student Experience • Growth and innovation • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The report contains a summary of income and expenditure for period ended 31 January 2026. • The Committee is asked to note a draft operating deficit of £291k as at 31 January 2026, with a projected full year forecasted deficit of £583k (2025/26 Budgeted deficit £788k).

	<ul style="list-style-type: none">• The improvement on the forecasted full year deficit of £583k from £788k is due to £205k of capital funding that has been converted to revenue with approval from the Scottish Funding Council in December 2025.• The £105k additional Employability Academy funding through South Lanarkshire Council and the £70k of Sector Based Work Academy funding (neither in budget 25/26) will likely offset the additional £200k depreciation charge owing to changes in depreciation methodology.• The payroll savings noted in October 2025 have been eradicated and further work is ongoing to understand the composition of wages and salary expense year to date (YTD). At January 2026, wages and salaries are net £19k over budget.• The cash flow report suggests that the College cash balance will land around £1.M by Jul 2027. This is contingent on the College growing and diversifying revenue streams and recognising continued cost efficiencies and procurement savings.
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1 INTRODUCTION

1.1 This paper provides an overview of actual financial results for the period ending 31 January 2026 in conjunction with a projection of cashflow for academic year 2025-26 and 2026-27 based on actual income and expenditure to 31 January 2026.

2 BACKGROUND

2.1 Learning and teaching core funding in 2025/26 has been maintained at the same level as 2024/25.

2.2 The 20% cut in funding (in real terms) across the last 3-4 years means that the College needs to be more proactive in managing its cost base and identifying greater commercial income activity to try and protect resources and bring more financial stability to its operations over the next two years.

3 MANAGEMENT ACCOUNTS PROGRESS YEAR TO DATE

3.1 The Finance Team has managed to deliver additional enhancements to its month end processes with the following measures now in place:

3.2 All Balance Sheet reconciliations have been performed to 31 January 2026 with necessary adjustments booked to the income statement. This has helped to ensure the validity of the year-to-date financial results. The financial statements, inclusive of balance sheet (statement of financial position) and profit and loss (statement of comprehensive income and expenditure), along with the cashflow statement, can be found in appendix 1.

3.3 Purchase order commitments from 1 Aug 2025 to 31 January 2026 have been accrued into January 2026 accounts to reflect the proposed net value of committed expenditure. While this may contain some purchase orders that are disputed or have been cancelled, this approach is intended to encourage budget holders to regularly review purchase order activity to ensure that only valid purchase orders are accrued.

3.4 Scottish Funding Council (SFC) grant-in-aid has been phased to represent an even split of funding across 2025-26. By January 2026, the College has recognised 6/12th of the total (50%) despite the SFC paying 56% of the total allocation by 31 January 2026. £848k has been deferred to a future period to smooth income.

3.5 The accounts include deferred income and accrued income adjustments for all material income sources.

3.6 An interim financial accountant has been in post since 2 February 2026. The postholder is contributing towards financial reporting, assisting with both the month end and budget setting process.

3.7 The Finance Team has also proactively engaged with the finance system provider, Symmetry, for consultancy support to enable the future automation of monthly reporting packs and budgets.

3.8 The Finance team continues to utilise excel workbooks for month end reporting and these schedules will help support the overall design of Bluqube reports in due course.

4 MANAGEMENT ACCOUNTS: OPERATING SURPLUS/(DEFICIT)

4.1 The College has recognised a year-to-date operating deficit of £291k, with a full year predicted forecast deficit of £583k (2025/26 budget deficit £788k).

4.2 The improvement on the forecasted full year deficit of £583k from £788k is due to £205k of capital funding that was converted to revenue with approval from the Scottish Funding Council in December 2025. Owing to long term absence within curriculum areas and the recruitment of open roles over the last quarter, the anticipated payroll savings of circa £300k as intimated in October 2025 has been eradicated and further work is ongoing to understand the composition of the wages and salaries expense. Work is being undertaken with Budget Holders over pay and non-pay expenditure to mitigate the risk of further overspend.

4.3 As noted in October 2025, Employability Academy funding from South Lanarkshire Council has increased by £105k for the year. The College has also been successful in year in securing an additional £70k for Sector Based Work Academy (SBWA) contracts in construction and customer service. The additional £70k of SBWA income and £105k additional Employability Academy funding is likely to offset the additional £200k depreciation charges owing to changes in depreciation methodology.

5 MANAGEMENT ACCOUNTS: INCOME

5.1 Total income for the period of £10.018M has been received, with £7.236M relating to Scottish Funding Council (SFC) recurring grants, representing 72.2% of total income. SFC grant funding accounted for 80.1% of the college's income in 2023/24 (82.6% in 2022/23) and the national average, based on the SFC's review of 2021/22 college data, was 78%.

5.2 Within non-recurring grants, £79k has been received across August – January 2026 in recognition of support for employer National Insurance (NI) increase.

5.3 £382k release of Government Capital Grants relates to funding received for capital purchases that is amortised in line with the depreciation of each underlying asset. This value is a best estimate of current year funding releases based on prior year data and does not include any 2025/26 purchases at this stage in the year.

5.4 FE and HE Childcare of £328k is a statutory accounting adjustment that is made to reflect Scottish Funding Council funds given to the College for it to administer to students. There is a corresponding and equal cost in the accounts which reflects the same level of payout to students as the funding received. This is a notional amount reflecting last year's level of expenditure.

5.5 UK Higher Education Fees of £471k reflect course fees for all Higher Education provision courses; primarily SAAS funding.

5.6 UK Further Education Fees of £522k reflect course fees for all further education courses, including CITB and SNIPEF.

5.7 Skills Development Scotland (SDS) contracts refer to Modern Apprenticeship funding. From the total contract value of £472k, the College has realised £369k (78%). As the contract spans the fiscal year from April 2025 – March 2026, the College has recognised £256k year to date; with a further £113k recognised in the prior year across April- June 2025. Target starts for the 2025-26 contract year were 110, with 60 started at the end of the last reporting period in October 2025 and a further 38 starts expected by the end of March 2026, totalling 98 starts. The Business Innovation team are continuing to explore further opportunities for residual starts across February and March 2026 to maximise the contract.

5.8 Other contracts of £340k contain £102k provision for funding in respect of the Employability Academy for which circa £305k has been awarded from South Lanarkshire Council to 30 September 2026; £182k in respect of Foundation apprenticeships of which £243k has been awarded for 2025/26; and £56k for December 2025 and January 2026 Sector Based Work Academies (SBWA) in construction and customer service.

5.9 Other revenue grants of £117k contain income in respect of UKRI Innovate UK CLIC funding to 31 January 2026. This represents approved claims to 31 December 2025 and a provision of £22k for January 2026; based on the £66k residual claim to 31 March 2026. The College is confident that it will be able to fulfil the claim in full based on its current schedule of activity to 31 March 2026.

5.10 Other income of £157k contains £76k in respect of unallocated sales receipts on the sales ledger for which invoices are yet to be raised; £23k in respect of short-term profit-making courses, £22k from scrap sales across curriculum areas, £18k in respect of the Nursery rental from August – January and £17K in the form bistro/Training restaurant takings.

5.11 Investment income of £7k is in respect of bank interest generated.

6 MANAGEMENT ACCOUNTS: EXPENDITURE

6.1 Wages and salaries are £7.207M YTD, being over budget by £19K primarily due to a high level of longer-term absence levels, particularly within curriculum areas. Year to date (YTD) spend on temporary lecturing costs is £212k of a total £322k full year budget. The 2025 pay award of 4.25% for support staff was settled in December 2025 in respect of the year 1 September 2025. The total cost also includes a six-month provision of £83k in respect of job evaluation accrued expense (£176k full year estimate).

6.2 Non salary expenditure/overheads of £2.126M (versus £1.861M budget) are overspent by £266k. The 2025/26 overhead budgets were set using a top-down approach, which has prevented the College from phasing expenditure in a meaningful way. In the absence of such budgets, taking a pro-rate (50%) of full year budget at this point in the academic year leads to the following observations:

- 6.2.1 Property expenditure is over budget by £172k which largely reflects above average inflationary increases on many service contracts utilised by the College. As noted in October 2025, the Facilities team has now devised a costed Planned Preventative Maintenance (PPM) schedule to enable closure tracking of costs and to support the build of budgets for 2026/27.
- 6.2.2 Academic expenditure is £108k over budget at this point in the year, noting significant spend of over £100k on examination fees/registrations in the last quarter. The College expects academic expenditure to be more cyclical in nature and would anticipate higher spend in January 2026 in preparation for a new term versus spend in the last quarter of the academic year when students are nearing completion of their courses.
- 6.2.3 Net depreciation refers to the cost of depreciation that is met through self-funding initiatives as opposed to specific grant funding received and amortised at the same rate as the underlying asset depreciates. Following the removal of the weighted average depreciation rates across the buildings (now depreciated in line with the rates advised by independent valuers for each component part of the building), it is recognised that there will now likely be an increased net depreciation charge across the year of circa £200K (£100K year to date), which has been recognised in the financial results to 31 January 2026.

7 CASH FLOW

- 7.1 The College makes its cashflow return to the Funding Council each month. This incorporates its required drawdown, based on the grant in aid allocation, and it also incorporates a cashflow forecast for the year. The last submission was due on 16 February 2026.
- 7.2 The Committee is asked to note the estimated cash outflow of circa £1.1M by July 2027.
- 7.3 The College currently has £2.2M of actual cash funds in the bank as at the end of January 2026. Allowing for SFC continued funding, the cashflow projection at section 10 suggests the College will operate within a range of £2M - £2.7M in funds each month until March 2027, before cash balances begin to erode more substantially to £1.1M by Jul 2027. As a rule of thumb, it is in the College's interest to hold at least enough funding each month to pay employees the following month, which will be nearer £1.2M in cash reserves.
- 7.4 The College recognises that the continuation of cash in the bank is contingent on the College growing and diversifying revenue streams, together with the prioritisation of cost efficiencies and procurement savings.
- 7.5 The College will continue to closely monitor cashflow monthly and bring updates on a timely basis.

8 MANAGEMENT ACCOUNTS TO 31 JANUARY 2026

SOUTH LANARK SHIRE COLLEGE Management Accounts for the year ended 31st July 2026		Period ended 31st Jan 2026			Year ended 31st Jul 2026			Year ended 31st July 2025	
		Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000	Actual £'000	Variance £'000
INCOME									
Scottish Funding Council grants	1								
SFC recurrent grant		7,236	7,042	194	14,290	14,085	205	14,149	141
SFC non-recurrent grants - other		79	68	11	135	135	0	243	(108)
Release of government capital grants	17	382	468	(86)	936	936	0	722	214
FE and HE Childcare		328	203	125	406	406	0	328	78
Total		8,025	7,781	244	15,768	15,563	205	15,442	326
Tuition fees and education contracts	2								
UK Higher Education students		471	458	13	916	916	0	821	95
Non-EU Higher Education students		0	15	(15)	15	30	(15)	23	(8)
UK Further Education students		522	497	25	1,043	994	50	1,254	(211)
SDS contracts		256	248	8	473	496	(23)	559	(86)
Other contracts		340	293	48	655	585	70	283	372
Total		1,589	1,510	79	3,102	3,020	81	2,940	162
Other income	3								
Other revenue grants		117	54	63	117	108	9	324	(207)
Other income		157	59	97	187	119	68	37	150
Release of ERDF deferred capital grant	17	48	48	0	96	96	0	96	0
Release of Scottish Government deferred capital grant	17	74	69	5	139	139	0	139	(0)
Release of Energy Saving Partnership deferred capital grant	17	0	2	(2)	5	5	(5)	5	(0)
Release of Business Stream deferred capital grant	17	0	0	0	0	0	0	3	(3)
Release of SLC Foundation deferred capital grant	17	0	0	0	0	0	0	2	(2)
Total		396	234	163	544	467	77	606	(62)
Investment income	4								
		7	5	2	0	10	(10)	46	(46)
Total Income		10,018	9,530	488	19,413	19,060	353	19,034	379
EXPENDITURE									
Staff	5								
Teaching departments		4,592	4,103	(489)	8,706	8,206	(500)	9,511	(805)
Teaching services		1,218	1,632	315	2,693	3,063	370	2,513	180
Administration and central services		880	1,023	143	1,926	2,046	120	1,778	148
Premises		431	439	7	878	877	(1)	950	(73)
Other support services		87	92	5	183	183	0	474	(291)
FRS 102 Pension Adjustment								349	(349)
Total		7,207	7,188	(19)	14,376	14,376	(0)	15,575	(1,199)
Total Staff Costs		7,207	7,188	(19)	14,376	14,376	(0)	15,575	(1,199)
Other Operating Expenses									
Teaching departments (non-sal expenditure)		560	452	(108)	900	904	4	898	2
Teaching support (non-sal expenditure)		72	85	14	144	171	27	198	(54)
Administration and central services (non-sal expenditure)		299	403	104	598	607	9	1,173	(574)
Premises (non-sal expenditure)		802	630	(172)	1,492	1,290	(202)	1,670	(178)
Other expenses (non-sal expenditure)		65	87	22	130	174	44	204	(74)
FE and HE Childcare (non-sal expenditure)		328	203	(125)	406	406	0	328	78
Impairment Loss		0	0	0	0	0	0	0	0
Total		2,126	1,861	(265)	3,671	3,721	50	4,471	(800)
Total Expenditure		9,333	9,049	(284)	18,047	18,097	50	20,046	(2,000)
Interest and other finance costs		0	1	1	0	1	1	27	(27)
Net Depreciation		975	875	(100)	1,950	1,750	(200)	1,938	12
Actuarial gains/losses through OCI		0	0	0	0	0	0	(357)	357
Unrealised surplus on revaluation of land and buildings		0	0	0	0	0	0	1,002	(1,002)
Surplus / (Deficit)		(291)	(394)	(104)	(583)	(788)	(205)	(1,618)	1,035

9 SHORT TERM CASH FLOW PROJECTION

South Lanarkshire College			
Short term cash flow forecast			
Feb-26			
Balance at 30 January 2026	A	2,216,228	Note anticipated balance of £2.0M
		Expected	Actual
Inflow			
SFC grant in aid drawdown		706,542	Expected 16 Feb 2026
SFC student support drawdown		202,212	Expected 16 Feb 2026
SFC Capital Grant		44,534	Expected 16 Feb 2026
SFC Support for NI increase		7,026	Expected 16 Feb 2026
		<u>960,374</u>	
Other (inc. fees)		250,000	
Expected inflow for Feb 2026	B	1,210,374	
Outflow			
Salaries - net pay		(650,000)	Payable 26 Feb 2026
Salaries - deductions		(600,000)	EE & ER salary contributions payable Feb
Student support		(202,212)	
Purchase ledger		(200,000)	
Capital grant expenditure		(100,000)	
Expected outflow for Feb 2026	C	(1,752,212)	
Movement during the month	(B - C) = D	(541,838)	
Expected cash at 27 Feb 2026	(A - D) = E	1,674,390	
Sums ring-fenced & carried forward from earlier financial years into 2025/26			
Salary award		0	Curriculum staff
Job evaluation - unfunded		0	Additional Job Evaluation unfunded accrual LTD as at 31 Jul 24 now removed
Capital expenditure		321,077	Per CAPEX funding received for 25/26
ESF clawback provision		0	
Building retention		32,000	
Student funding to be repaid		0	
Apprentice support fund		6,000	
	F	359,077	
Cash provisions for items carried from 2024/25 budget			
Professional fees		0	Includes £50K provision
ET		0	Estimation of potential ET costs now removed however College remains aware of potential Appeals process
Voluntary Severance		30,000	Estimation of residual cash outlay to be expended (primarily pension strain costs for 26/27 and 27/28)
	G	30,000	
Funds to be retained from cash balance			
	(F + G) = H	449,077	
Free funds forecast at 31 Aug	(E - H) = J	1,225,313	Note: one month's salaries = £1.2m
Major contract income receivable in respect of 2024/25			
CITB income		0	
SNIPF income		0	
Major contracts income receivable		0	

10 MONTHLY CASHFLOW (Last submission date of 13 February 2026)

Table 1 Cashflow projection

Monthly cashflow forecast:																			Totals		Totals	
	Current	Forecast																Total	Total	Total	Total	
	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	FY 2025-26	FY 2025-26	FY 2026-27	FY 2026-27
	Current	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast													
RDEL																						
Income from foundation (revenue)																			0	0	0	0
Other Income excluding EMA (revenue)	360,000	500,000	363,125	575,177	288,125	188,125	149,995	182,280	300,000	330,000	425,000	912,948	225,000	295,000	562,052	250,000	350,000	345,500	3,732,688	3,942,726	4,234,775	4,327,775
RSB funding																			0	0	0	0
Total RDEL income (excluding drawdown)	360,000	500,000	363,125	575,177	288,125	188,125	149,995	182,280	300,000	330,000	425,000	912,948	225,000	295,000	562,052	250,000	350,000	345,500	3,732,688	3,942,726	4,234,775	4,327,775
Wages and Salaries	1,190,000	1,190,000	1,190,000	1,190,000	1,190,000	1,190,000	1,190,000	1,220,000	1,220,000	1,220,000	1,220,000	1,220,000	1,220,000	1,220,000	1,220,000	1,220,000	1,220,000	1,220,000	15,092,595	14,321,821	0	14,510,000
Restructuring costs																			0	0	0	0
Other Operating Expenditure excl EMA	250,000	251,455	278,454	320,517	331,766	317,376	400,000	459,336	550,000	275,000	250,000	255,000	300,000	351,455	225,000	350,000	375,000	348,545	4,553,279	4,303,279	4,090,104	4,139,936
NPD Unitary charges (paid by colleges)																			0	0	0	0
Return of funds to SFC (Clawback, SSF etc)																			0	0	0	0
Donation to Foundation																			0	0	0	0
High priority backlog - resource																			0	0	0	0
Lifecycle maintenance resource																			0	0	0	0
Student Support expenditure (excluding EMA)	350,000	350,000	460,392	425,122	113,619	3,691	0	218,538	759,370	502,593	429,950	374,532	323,538	462,696	383,539	493,991	267,052	0	3,987,797	3,987,797	4,074,032	4,215,793
Total RDEL expenditure	1,790,000	1,791,455	1,928,846	1,935,639	1,635,385	1,511,657	1,590,000	1,898,474	2,529,370	1,997,593	1,899,950	1,849,532	1,843,538	2,034,151	1,828,539	2,063,981	1,862,052	1,568,545	23,633,671	22,612,897	22,654,136	22,965,725
Net RDEL expenditure (a)	-1,430,000	-1,291,455	-1,565,721	-1,360,462	-1,347,260	-1,323,532	-1,440,005	-1,716,194	-2,229,370	-1,667,593	-1,474,950	-936,584	-1,618,538	-1,739,151	-1,266,487	-1,813,981	-1,512,052	-1,223,045	-19,900,984	-18,670,171	-18,419,361	-18,637,950
CDEL																						
Income from foundation (capital)																			0	0	0	0
Proceeds of sale of fixed assets																			0	0	0	0
Other income (capital)																			0	0	0	0
Total CDEL income	0	0	0	0	0	0	0	0	0	0	0	0										
Backlog maintenance capital																			0	0	0	0
Lifecycle maintenance capital																			0	0	0	0
Digital poverty																			0	0	0	0
Other capital expenditure (land, buildings, fixtures, IT)	100,000	305,983	171,070	149,999	0	250,000	37,417	18,451	43,924	32,256	10,006	58,763	62,009	57,983	171,070	171,070	118,983	109,947	686,379	1,066,288	891,880	891,880
Work in Progress (Assets Under Construction)																			0	0	0	0
Surrender of proceeds																			0	0	0	0
Total CDEL expenditure	100,000	305,983	171,070	149,999	0	250,000	37,417	18,451	43,924	32,256	10,006	58,763	62,009	57,983	171,070	171,070	118,983	109,947	686,379	1,066,288	891,880	891,880
Net CDEL expenditure (b)	-100,000	-305,983	-171,070	-149,999	0	-250,000	-37,417	-18,451	-43,924	-32,256	-10,006	-58,763	-62,009	-57,983	-171,070	-171,070	-118,983	-109,947	-686,379	-1,066,288	-891,880	-891,880
ODEL																						
Capital Loan/Lennartz Repayments (c)																			0	0	0	0
EMA																						
EMA income	4,830	20,795	0	9,550	13,500	5,590	540	1,320	2,640	8,370	11,580	4,830	20,795	0	9,550	13,500	5,590	95,925	93,208	78,895	78,895	
EMA expenditure	7,800	10,380	4,890	13,500	5,160	540	0	2,610	8,370	12,390	4,020	7,800	10,380	4,890	13,500	5,160	540	84,600	83,010	74,950	69,660	
Net EMA (d)	-2,970	10,405	-4,890	-3,950	8,340	5,040	540	-1,290	-5,730	-4,020	7,560	-2,970	10,405	-4,890	-3,950	8,340	5,040	11,325	10,198	4,145	9,035	
Total Net Outflows/(Inflows) (a) -(b)-(c)-(d)	-1,532,970	-1,587,033	-1,741,691	-1,514,411	-1,338,920	-1,568,492	-1,476,882	-1,735,936	-2,279,024	-1,703,869	-1,477,396	-998,317	-1,670,143	-1,802,024	-1,441,507	-1,976,711	-1,625,995	-1,332,992	-20,576,038	-19,726,261	-19,307,095	-19,520,795
Opening Bank Balance	2,216,036	1,643,440	632,631	1,195,848	1,218,035	1,607,789	1,383,818	1,827,683	2,012,495	1,462,145	1,486,950	1,546,153	2,468,584	1,758,815	533,015	1,396,406	956,294	1,058,973				
Net Cash Available	683,066	56,407	-1,109,050	-318,563	-120,885	39,237	-93,065	91,747	-268,523	-241,724	9,555	547,836	798,441	-43,209	-305,432	-580,304	-663,701	-274,019				
SFC Cash Drawdown Total	960,374	578,224	2,304,898	1,536,598	1,728,674	1,344,621	1,920,748	1,920,748	1,728,674	1,728,674	1,536,598	1,920,748	960,374	578,224	2,304,898	1,536,598	1,728,674	1,344,621	18,927,622	19,207,479	19,207,479	19,207,479
Closing Bank Balance	1,643,440	632,631	1,195,848	1,218,035	1,607,789	1,383,818	1,827,683	2,012,495	1,462,145	1,486,950	1,546,153	2,468,584	1,758,815	533,015	1,396,406	956,294	1,058,973	1,070,602				
	23	9	17	22	27	26	29	23	21	23	24	39	25	8	19	14	19					

11 EQUALITIES

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

12 RISK AND ASSURANCE

12.1 The main risks are:

12.1.1 Going concern; that the College cannot maintain financial sustainability and is unable to provide high quality education and support to its students; and that

12.1.2 That there are insufficient funds for capital maintenance and maintenance requirements.

13 Assurances continue to be given by the College that work will continue to progress monthly reporting development across 2025-26. Furthermore, the College is committed to monitoring its cashflow in both the short and long term and with more robust monthly reporting, the College will continually aim to be proactive in managing its finances against the context of a challenging year due to sectoral funding cuts and general inflationary pressures.

14 RECOMMENDATIONS

14.1 Members are recommended to:

14.1.1 note the contents of the report, the financial position for the period and the supporting narrative; and

14.1.2 note the longer term cashflow situation as notified to Scottish Funding Council and the short term cashflow situation as presented to the SLT monthly.

APPENDIX 1:

STATEMENT OF COMPREHENSIVE INCOME & EXPENDITURE, STATEMENT OF FINANCIAL POSITION AND CASHFLOW AT 31 JANUARY 2026

SOUTH LANARKSHIRE COLLEGE						
Financial Statements for the year ended 31st July 2026						
STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE						
					Year ended 31st July 2026	Year ended 31st July 2025
			Note		£000	£000
Income						
Scottish Funding Council grants			1		8,025	15,442
Tuition fees and education contracts			2		1,589	2,941
Other income			3		396	606
Investment income			4		7	46
Total income					10,018	19,034
Expenditure						
Staff costs			5		7,207	15,575
Other operating expenses			7		2,126	4,471
Donation to charitable trust			8		-	-
Interest and other finance costs			9		0	27
Depreciation			10		975	1,938
Impairment losses			10		-	-
Total expenditure					10,308	22,011
(Deficit)/surplus before taxation					(291)	(2,977)
Taxation			11		-	-
(Deficit)/surplus for the year					(291)	(2,977)
Actuarial gain in respect of pension scheme	510003				-	9,340
Pension asset cap adjustment					-	(8,983)
Unrealised surplus/(loss) on revaluation of land and buildings					-	1,002
Total comprehensive gain for the year					(291)	(1,618)
Represented by:						
Restricted comprehensive income for the year					-	-
Unrestricted comprehensive income for the year					(291)	(1,618)
					(291)	(1,618)

BALANCE SHEET							
						As at	As at
						31st July 2026	31st July 2025
				Note		£'000	£'000
Non-current assets							
Fixed assets				10		48,068	48,866
Current assets							
Stocks				12		22	22
Trade and other receivables				13		2,691	1,027
Cash and cash equivalents				19		2,212	1,906
						4,924	2,954
Creditors: amounts falling due within one year				14		4,459	3,084
Net current assets/(liabilities)						465	(130)
Total assets less current liabilities						48,533	48,736
Less: Creditors - amounts falling due after one year				15		22,169	22,169
Less: Provisions for liabilities				16		1,500	1,413
Net assets excluding pension (asset)/liability						24,864	25,155
Net pension (asset)/liability				18			-
TOTAL NET ASSETS						24,864	25,155
Reserves							
Revaluation reserve						22,552	22,552
Income and expenditure account - unrestricted						2,313	2,603
Income and expenditure account - restricted						-	-
TOTAL RESERVES						24,864	25,155
						(0)	(0)

15

STATEMENT OF CASH FLOWS									
								Year ended	Year ended
								31st July 2026	31st July 2025
								£000	£000
Net cash inflow from operating activities									
	(Deficit)/surplus for the financial year							(291)	(2,977)
	Adjustments for:								
	Depreciation of tangible assets							975	1,937
	Impairment of tangible assets							-	-
	(Increase)/Decrease in stock							-	(4)
	(Decrease)/Increase in creditors due within one year							1,376	(1,034)
	(Increase)/Decrease in debtors							(1,664)	(263)
	Interest payable							1	27
	Amortisation of deferred capital grants							-	(966)
	Early retirement pension payments								(31)
	Job Evaluation provision							88	177
	Investment Income							(7)	(46)
	Pension cost less contributions payable								349
	Cash from operations							478	(2,829)
	Income taxes paid							-	-
Net cash generated from operating activities								478	(2,829)
Cash flows from investing activities									
	Investment Income							7	46
	Purchases of tangible fixed assets							(178)	(588)
Net cash flows from investing activities								(171)	(543)
Cash flows from financing activities									
	Interest paid							(1)	(1)
	Government capital grants received							-	588
Net cash flow from financing activities								(1)	587
Net increase in cash and cash equivalents								306	(2,785)
Cash and cash equivalents at the beginning of the year								1,906	4,691
Cash and cash equivalents at the end of the year								2,212	1,906

16

FINANCE AND RESOURCES COMMITTEE

DATE	24 February 2026
TITLE OF REPORT	Procurement Update
REFERENCE	06.3
AUTHOR AND CONTACT DETAILS	Sue Hampshire, Procurement Manager Sue.Hampshire@slc.ac.uk
PURPOSE:	To update the Committee on Procurement activity at the College over the last quarter
KEY RECOMMENDATIONS/ DECISIONS:	The Board is asked to: <ul style="list-style-type: none"> • Note the ongoing work to ensure compliance in all procurement activity, including lift replacements and the security guard tender. • Note the inclusion of a top 10 supplier spend analysis over the last quarter; and • Note that, despite there being no noted savings in this reporting period, all potential savings will continue to be monitored and reported to the Board.
RISK	<ul style="list-style-type: none"> • That there is a failure of Corporate Governance arrangements and / or Financial Controls where the College does not follow Scottish Government procurement guidance. • The College does not receive value for money. • The College does not have sufficient resource to undertake full procurement due diligence and process.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • The Student Experience • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • There have been 12 contracts put in place • 6 were Single Source Justifications (SSJ) and • 3 via Framework and 2 via quotation and 1 via call to competition. • A list of the top ten suppliers with the highest spend. • An update on Lifts Tender and • An update on the Security Guards Services

1 OVERVIEW

- 1.1 The College is continuing to make progress on procurement process and procedures and is currently working towards refreshing all procurement procedures, processes and templates; training on which will subsequently be delivered to all staff in due course.
- 1.2 The College has a contract with APUC for a 1.0 FTE procurement professional to provide procurement services for the College.

2 PROCUREMENT REPORTS

- 2.1 The SLC Annual report savings are currently being verified by APUC. The next Operational Procurement Review will take place in 2027.

3. SUSTAINABILITY AND CARBON REDUCTION

- 3.1 Sustainability continues to be a key focus in Procurement and opportunities to build sustainability into each contract will continue to be considered. Procurement will also ensure that the College builds carbon reduction into the tendering exercise as it is important to adjust the working practices to enable us to reduce the carbon footprint. The College has targets for reducing indirect emissions of greenhouse gases and to report on how the College will align spending and use of resources with emissions reduction efforts.
- 3.2 The College Procurement function is also looking at what is termed “circular procurement” which sets out an approach to green public procurement. This includes paying special attention to “the purchase of works, goods or services that seek to contribute to the closed energy and materials loops with the supply chains, whilst minimising, and in the best case avoiding, negative environmental impacts and waste creation across the whole life cycle”. This will be embedded into the procurement policy and processes. For example: potentially leasing, rather than owning, vehicles.
- 3.3 The Supply Chain Manager will attend the Climate Change Action Team (CCAT) once the meetings reconvene to obtain information on anything that could be included in future procurement activities and to advise on opportunities for Community Benefit. This a great selection of peers all across the organisation exchanging ideas and challenging the narrative. The group is actively participating in the delivery of the climate change strategy and FNT2030 within the college and working closely with Aramark (Current Catering incumbent)
- 3.4 The Supply Chain Manager has collated data for **From Now To 2030** (FNT2030), a Scottish Government initiative to reduce the carbon footprint to zero by the year 2030, under the distinct categorises below. This relates to the sustainability strategic aims targeted at 2030, linked to the UC Sector Climate Strategy (May 2022) signed by all College Principals.
- 3.5 FNT2030 has been broken into distinct categories that are required to be reported on to the Scottish Government as follows:

- 3.6.1 Energy
- 3.6.2 Food
- 3.6.3 Furniture
- 3.6.4 IS
- 3.6.5 Labs and
- 3.6.6 Travel

3.6 However, there are other sustainability targets throughout all the Universities and Colleges aimed at 2038 which are currently being reported back to the Scottish Government so the collated information will be combined to prevent a duplication of effort.

4 HIGHEST SPEND WITH THE FOLLOWING 10 SUPPLIERS THIS QUARTER

4.1 *The highest spend with 10 suppliers in this period.*

4.1.1 *Table 1 – Top 10 supplier spend*

Supplier Name	Total Spend
Inland Revenue	£1,437,986
Scottish Public Pensions Agency	£996,960
Strathclyde Pension Fund - Payroll Only	£237,081
Edf Energy	£202,369
Vws. Limited	£188,560
Dalkia Operations Limited	£148,831
Kingdom Academy Limited (previously Competence Matters Limited)	£122,400
Scottish Qualifications	£85,214
College Kits Direct	£70,697
Arthur J. Gallagher Insurance Brokers Ltd	£69,081

5 SINGLE SOURCE JUSTIFICATIONS – SINCE LAST REPORT

5.1 The following Single Source Justifications in this period.

SSJ	Supplier	Total Spend
Annex Trend Controller	Dalkia EDF Group	£20,486
Replacement Paving	March Engineering Ltd/EJ Parker	£18,870
FlexiCombi MagicPilot 10.1 steamer oven	React Catering Services Ltd	£12,349
Design Consultancy for Estate reconfiguration	Graven Images Ltd	£7,830
Minibus Shuttle Service (PILOT)	Climate Action Strathaven	£21,000
Additional Support Needs (PILOT) – Provision of Learning Support Worker to provide in-class 1:1 support	Clear Links	£25,000

6 CONTRACT STATUS

6.1 The following contracts are due for renewal:

6.1.1 *Table 2: Contracts due for renewal*

Contract	Expiry	Anticipated Procurement Process
Internal Audit Services	07/08/2026	Mini Competition via Framework
Insurances Services (Non-Life)	31/07/2026	Framework Agreement
Beauty Products and Kits	31/07/2026	Framework Agreement
Hair Kits and Barber Kits	31/07/2026	Framework Agreement

6.2. The following contracts are next to be placed:

6.2.1 *Table 3: Contracts to be placed*

Contract	Type	Anticipated Procurement Process
Lift Carriage Replacement x 2 and Associated Services.	New	Mini Competition via Framework
Security Guards	New	Framework Agreement
Lapsafe	New	Framework Agreement

6.3 The following existing contracts due for extension:

6.3.1 *Table 4: Contracts currently due to be extended*

Contract	Extension period	Date to be extended
Nursery Services	12	01/03/2026

6.4 The following contracts are in the tender process and will be awarded in due course:

6.4.1 *Table 5: Contracts currently in the tender process*

	Service	Area	Process	Stage	Via
1	Lift Carriage replacement and associated services	Facilities	Mini comp via Framework	Strategy	SH
2	Security Guards	Facilities	Framework	Award	SH
3	Occupational Health	HR	Quotation	Award	SH
4	Legal Services	Finance	Framework	Award	SH
5	Additional Support Needs Learning - Pilot - (1:1 Assessment support) and all services excluding Learning Support Workers (CSW), British Sign Language (BSL) Interpreters and Autism Spectrum Condition Support.	Student Services	Quotation	ITQ preparation	SH

6.5 The following contracts have been awarded since last report:

6.5.1 *Table 6: Contracts that have now been placed via tenders and / or extended*

Service	Contracted	Awarded to:	Value	Process	Via
Waste Management Services	17/01/2026	Biffa Waste	£160,000	Mini Competition via Framework	AVG
AI Powered Software Services	04/12/2025	Skillzminer Ltd	£59,240	Call to Competition notice for direct	SH/Dept

				award to single supplier	
BluQube Consultancy	05/02/2026	Symmetry Ltd	£9,563	Call off from Framework	SH
Lift maintenance – 6 months only	09/02/2026	Kone PLC	£5,077	Quotation	SH
Confidential Waste	11/02/2026	Shredall RDS	£22,300	Framework	SH
Minibus Shuttle Services	26/01/2026	Climate Action Strathaven	£21,000	Quotation	SH/Dept

7 CONTRACT SAVINGS

7.1 There are no new savings to report this quarter.

8. REPLACEMENT OF LIFT CARRIAGES AND ASSOCIATED SERVICES

8.1 The tender Strategy for this requirement is currently being prepared by Facilities and supported by Procurement.

8.2 The anticipated value of the lift replacement (inclusive of reinforcing the lift shafts and fabrication of new lift carriages – inclusive of maintenance once installed) is circa £300k.

8.3 The expected start date of these works will be 1st July 2026.

9. SECURITY SERVICES UPDATE

9.1 The evaluation and moderation has now taken place and the results of the procurement exercise is collated and will be provided to SLT in the form of an award report in due course.

10. CONTRACT NOVATION

10.1 There have been no contract novations in this period.

11. EQUALITIES

11.1 The College aims to conduct its procurements in an open and inclusive manner with the procurement strategy objectives at the forefront. There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

12. RISK AND ASSURANCE

12.1 The main risks are that:

12.1.1 there is a failure of Corporate Governance arrangements and / or Financial Controls where the College does not follow Scottish Government procurement guidance.

12.1.2 The College does not receive value for money; and

12.1.3 The College does not have sufficient resource to undertake full procurement due diligence and process.

12.1.4 The College assures the Committee that in seeking to optimise the use of national, sectoral, local, or regional collaborative contracts and frameworks, the burdens of risk, contract and supplier management are shared and the number of resource-intensive formal local tenders that need to take place is reduced significantly. The College feels sufficiently supported in all procurement exercises.

13 RECOMMENDATIONS

13.1 The Committee is asked to:

13.1.1 Note the ongoing work to ensure compliance in all procurement activity, including lift replacements and the security guard tender.

13.1.2 Note the inclusion of a top 10 supplier spend analysis over the last quarter; and

13.1.3 Note that, despite there being no noted savings in this reporting period, all potential savings will continue to be monitored and reported to the Board.

FINANCE AND RESOURCES COMMITTEE

DATE:	24 February 2026
TITLE OF REPORT:	Facilities Update (Reporting Period: Oct - Dec 2025)
REFERENCE	06.4
AUTHOR AND CONTACT DETAILS	Craig Ferguson and James Jamieson Craig.Ferguson@slc.ac.uk Head of Facilities James.Jamieson@slc.ac.uk Depute Head of Curriculum
PURPOSE:	To provide the Finance and Resources Committee with a summary of in-year performance to date.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to note the following updates: <ul style="list-style-type: none"> • the facilities work that has taken place in this reporting period; • the contract monitoring review; and • the sustainability charts reporting on energy, water, gas and waste, noting that the latter has significantly decreased. • note the concern about out of use lift and proposed plan to replace
RISK	<ul style="list-style-type: none"> • That essential estates work is not carried out on a timely basis impacting on the learner experience. • That there is a failure to adhere to statutory and legislative health & safety requirements. • That the College does not meet the decarbonisation target by 2040. • That there will be accessibility issues should lift 2 fail.
RELEVANT STRATEGIC AIMS:	<ul style="list-style-type: none"> • The Student Experience • Sustainability • Growth & Innovation

SUMMARY OF REPORT:	<ul style="list-style-type: none">• Planned preventative maintenance has taken place particularly with the HVAC and Water systems this reporting period as well as Planned general works• An update on the College's service providers and their Red Amber Green (RAG) status and noting that some providers are being scrutinised on performance issues.• The new contractor is now in place for college systems, including access control, CCTV, fire and security alarms. They have initiated the new access control installation• The charts being used for the College's energy consumption, solar PV generation, waste and water provide a visual representation usage. Key challenge is finding additional ways to offset our energy usage where possible, given the significant increase in energy costs. The College's Climate Change Action Team are supporting with this.
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1. INTRODUCTION

1.1 This paper updates members of in-year performance to date for the reporting quarter, October 2025 to December 2025.

2 FACILITIES WORKS

2.1 The following outlines the work that has been taking place in this period.

2.1.1 Members will be aware from the Committee in December 2025 of the issues regarding one of the lift shafts, notably areas of cracking. Given that the fact that if the second operational lift broke down then this would cause accessibility issues, therefore the College was seeking to proceed with an interim repair.

2.1.2 Ongoing discussions with the engineers relating to the lifts have concluded that the cost of doing an interim repair would be expensive and would mean extensive work. The recommendation is that it would be better to do the full replacement as previously planned over the summer period. Procurement is currently working on the tender process.

2.1.3 Proposals have been requested for a heating/cooling system for the workshop wing to resolve long term heating and cooling concerns.

2.1.4 The LEV system in the woodworking area has had repairs completed, however it is likely that this machine may need to be replaced, as there are continuing issues due to reaching end of life.

2.1.5 In addition, the Facilities Team are in the process of updating the Planned Preventative Maintenance Schedule as per audit recommendations.

3 CONTRACT MONITORING

3.1 As reported previously, high level / large volume maintenance and repairs continue to be contracted out to specialist businesses and are obtained via tendering process in collaboration with the College's APUC procurement professional. These items and contractors are shown in the table below alongside their RAG ratings which is updated quarterly.

3.2 Each contract review starts with a list of key objectives and identifies opportunities to improve, both in terms of the current contract itself, and in feeding into future contract negotiations, and key achievements. The review uses a scorecard format and will identify key improvement actions, with timescales and responsibilities stated. Any issues and risks identified will be raised with the supplier and a system of measuring and monitoring KPIs will be introduced. Examples of this would be:

- Shortages reported;
- Deliveries missed or late;
- Quality of service or goods;
- Invoice accuracy; and
- General customer satisfaction as reported by the end user.

3.3 Table 1: Service Providers

RAG Rating		Expense - Supplier	Progress to Green: Key Actions
Last Quarter	This Quarter		
		Gas - Supply – Total Gas	N/A
		Gas - College Infrastructure – Dalkia	Dalkia is performing well. This and the Account manager is very interactive and providing good service
		Electricity – Supply – EDF	Monitor cost increases
		Electricity – Feed in Tariff – Scottish Power	No concerns
		Electricity – College Infrastructure –	Single supplier Electrical contractor in place and operational - Excellent service.
		Elevators - Kone, maintaining all five elevators	Excellent response times and experienced engineers. This obviously excludes the lift shaft issue
		Mechanical & Ventilation – Dalkia	Dalkia is performing well. This and the Account manager is very interactive and providing good service
		Kitchen equipment, including refrigeration units – NWCE (TEMP – React)	Interim contractor in place. This was the original subcontractor - React
		Water – Supply – Business Stream	N/A
		Water – College Infrastructure – Dalkia	Dalkia is performing well. This and the Account manager is very interactive and providing good service however we continue to closely monitor closely due to ongoing plant failures, retaining Amber.
		CCTV and associated systems - VWS	New contractor has now been carrying out works and proving to be of good standard. The College monitors for longer than 3 months therefore it will remain at amber
		Security Systems – VWS	New contractor has now been carrying out works and proving to be of good standard. The College monitors for longer than 3 months therefore it will remain at amber.
		Fire Systems – VWS	New contractor has now been carrying out works and proving to be of good standard. The College monitors for longer than 3 months therefore it will remain at amber

		Pest Control – Environmental Services Pest Control Ltd	Good service provision and very reactive.
		Construction Machinery Maintenance – Inhouse and 'The Saw Centre'	Carried out internally and backed up by routine maintenance contractor services employed
		Waste & Recycling – Biffa	New contract in place and contract review meetings being organised with new Account Manager
		Ground's maintenance – IPSUM	This contractor continues to underperform, and the College continues to monitor and push performance. No change to rating. Contract ended on 10/01/2026 and will be going out to tender.

4 SUSTAINABILITY

4.1 Table 2 Solar Panel Production

Reporting Period	Construction Wing	Annex	Low Carbon House	Total Kwh
Apr-Jun 2023	72,876	2,206 (F)	599	75,681
Jul-Sept 2023	65,793	2537	476	68,806
Oct-Dec 2023	13132	671	140	13,943
Jan – Mar 2024	17133	971	176	18,280
Apr-Jun 2024	63,661	3,996	504	68,161
Jul-Sept 2024	58,582	3,616	489	62,687
Oct-Dec 2024	12,994	627	134	13,755
Jan – Mar 2025	20,794	1310	233	22,337
Apr-Jun 2025	77625	5227	688	83,540
Jul-Sept 2025	59581	3861	507	63,949
Oct-Dec 2025	11,298	676	131	12,105

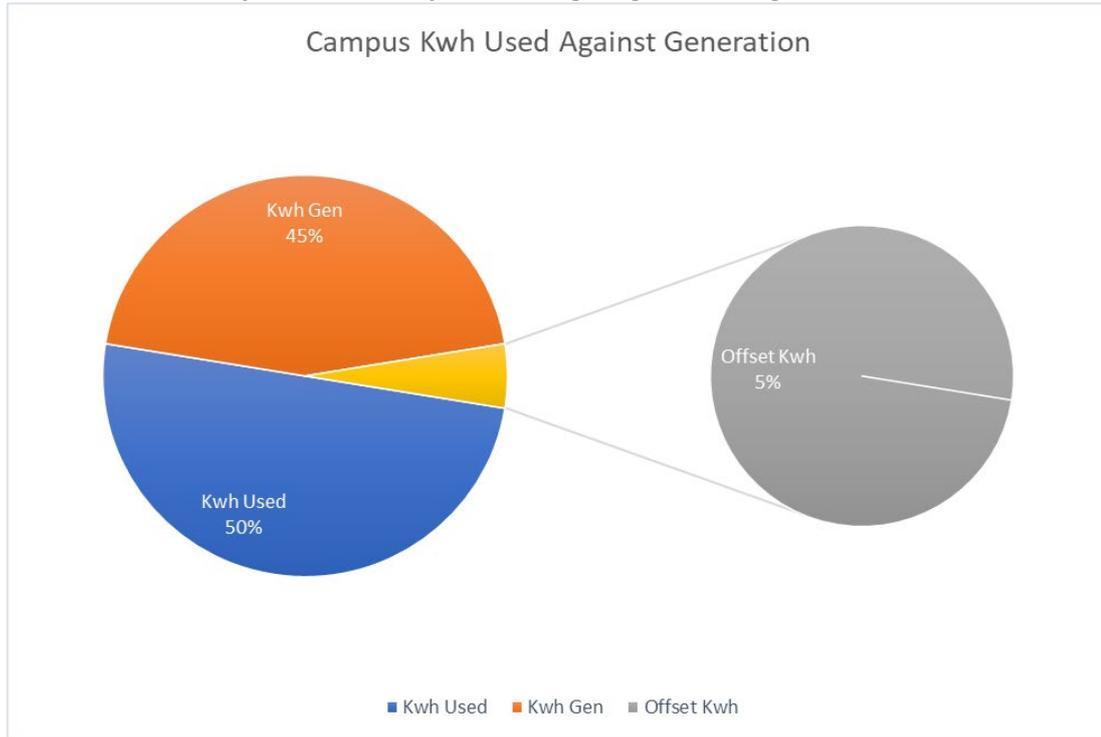
Note: Quarter year comparison is low due to a fault (F) with one of our arrays. This has been fixed; however, the output will not have reached its full potential. In Addition, the solar PV inverter in the Annexe had to be replaced June 2023.

4.2 The Solar Photovoltaics (PV) panel figures are as expected for this time of year, and this reporting period sees a decrease in generated hours due to the number of daylight hours. It is necessary that all systems on campus are cleaned regularly to keep performance at its maximum

4.3 The College has generated 972,668 Kwh to date. The average 2-3 Bedroom Household uses approximately 2,900 Kwh per annum. The College has generated enough electricity to supply 335 properties for 1 year.

4.4 The graphs below highlight the College's generated electricity from all PV sources against all energy used. The graphs have been changed as requested at the last FRC.

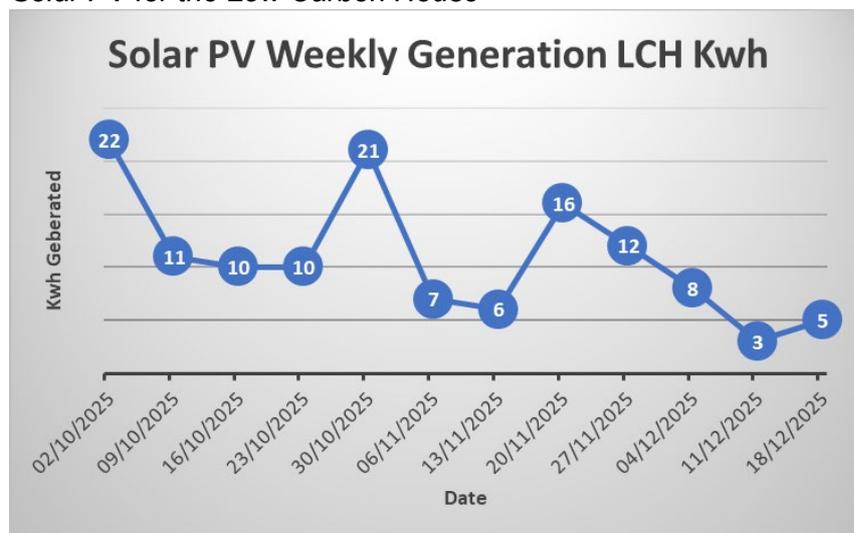
4.5 Chart 1 Electricity Generated by the College Against Usage



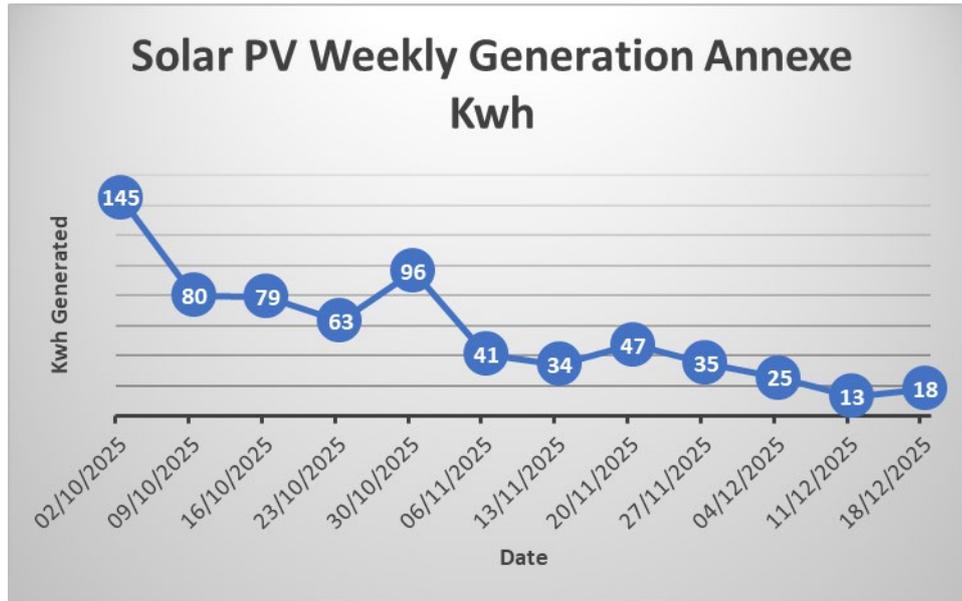
4.6 Measures are being investigated to further reduce all electricity consumption from centrally turning off computers and clever touch screens from our IT department and the newly appointed HVAC contractor (Dalkia) are in discussion with the facilities team to implement similar measures through the BMS system. This investigation is still under way and hope to have results for the next report update.

4.7 In addition, the Climate Change Action Team (CCAT), which is supporting with the implementation of the College's Climate Change Action Plan, will, on an on-going basis, consider this as part of its action plan.

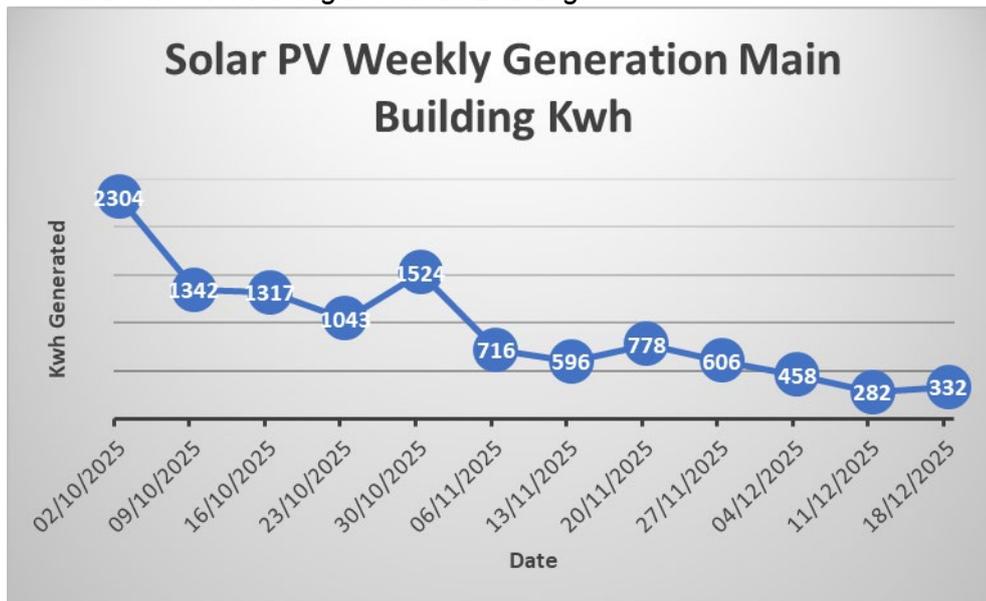
4.8 Chart 2: Solar PV for the Low Carbon House



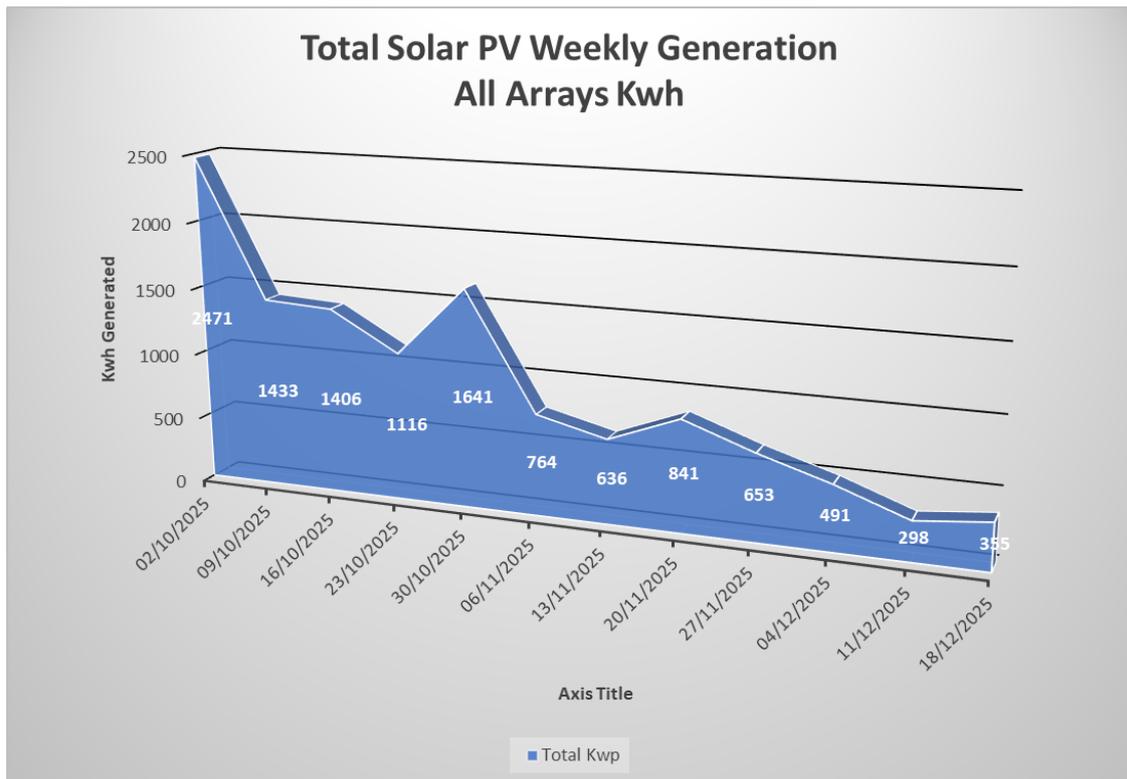
4.9 Chart 3: Solar PV for the Annex



4.10 Chart 4: Solar PV Figures Main Building



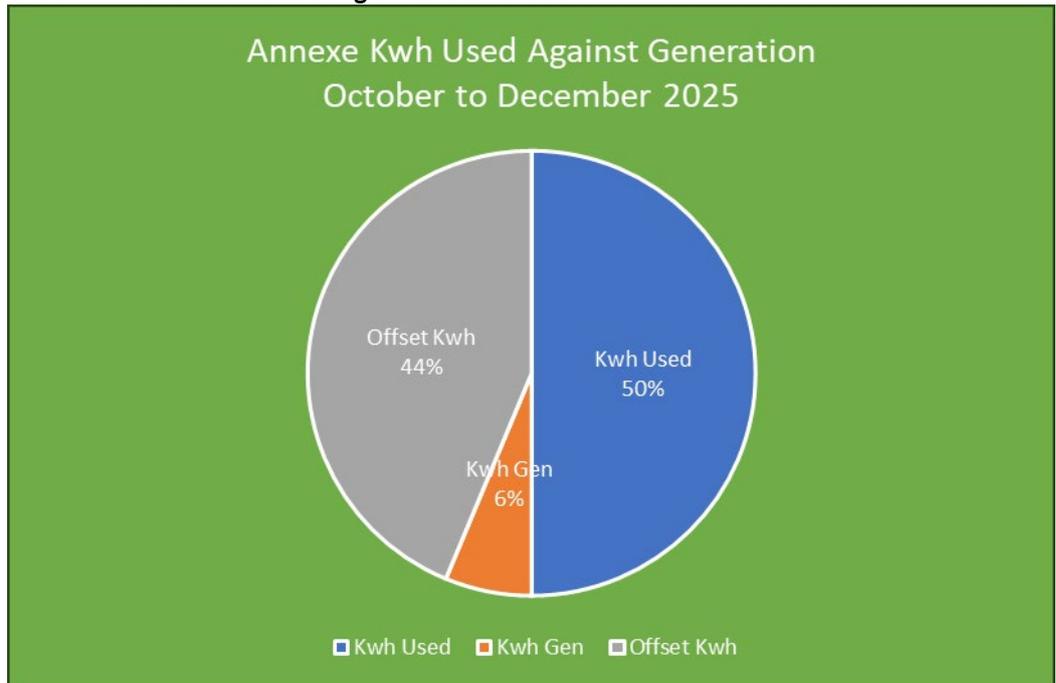
4.11 *Chart 5: Total Solar PV Figures Combined*



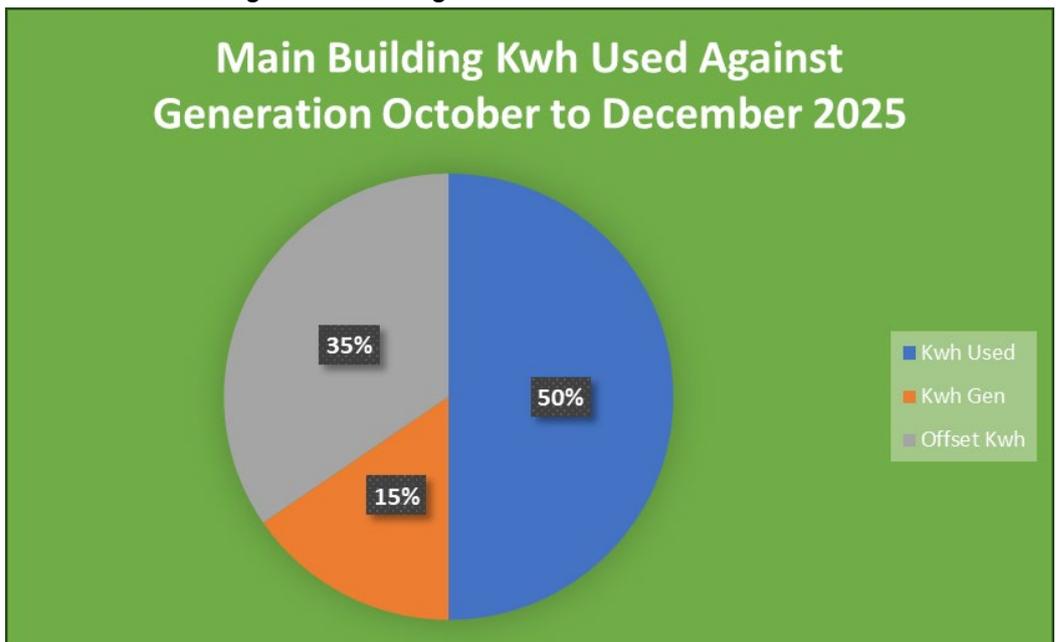
4.12 Charts 3 and 4 show how much of what the College has generated for the annex and the main building can be offset against what is actually used in these buildings. There is a natural reduction of solar power generated across the winter months as can be seen from this two-year trend.

4.13 As can be seen from the charts below, in the summer months the gap between used and generated become closer due to less energy needed for heating, lighting etc and more energy being generated. In addition, there are also fewer people in the building resulting in less usage. In contrast the gap widens again during the autumn and winter period, with usage being higher than what is generated from reduced daylight hours.

4.14 *Chart 6: Annexe Kwh Used Against Generation*



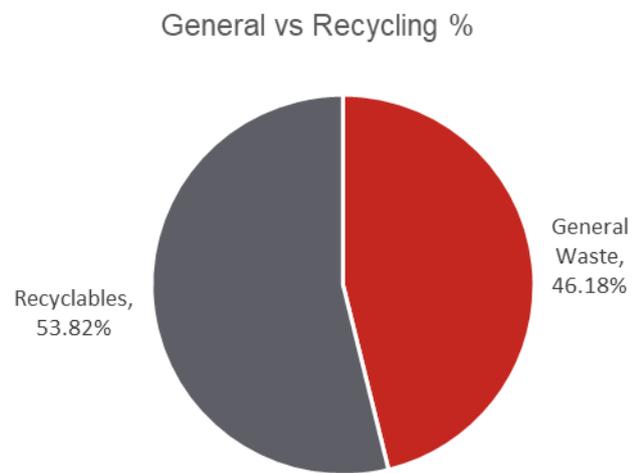
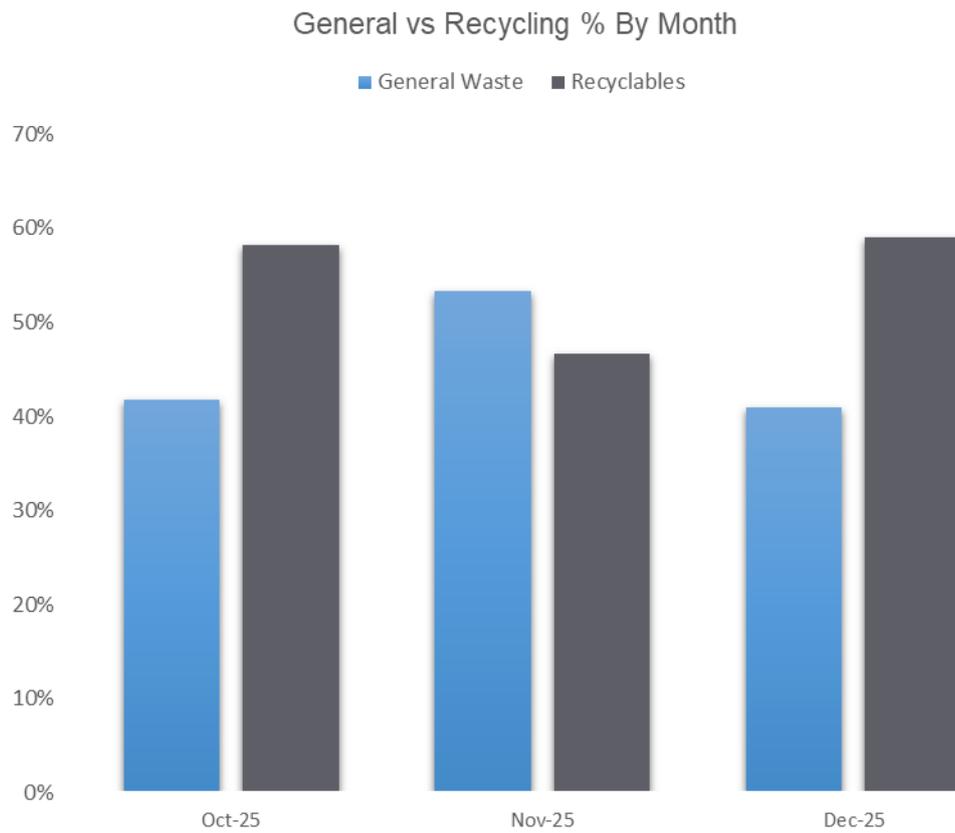
4.15 *Chart 7: Main Building Kwh Used Against Generation*



5 Waste

5.1 The graphs show in detail a breakdown of the waste categories from the College supplier Biffa. Note that the category "C&D" refers to "Mixed Construction and Demolition" waste.. Please note a new reporting system has been adopted by Biffa and better reflects the general waste to recyclable.

5.2 Chart 8: General V Recycling

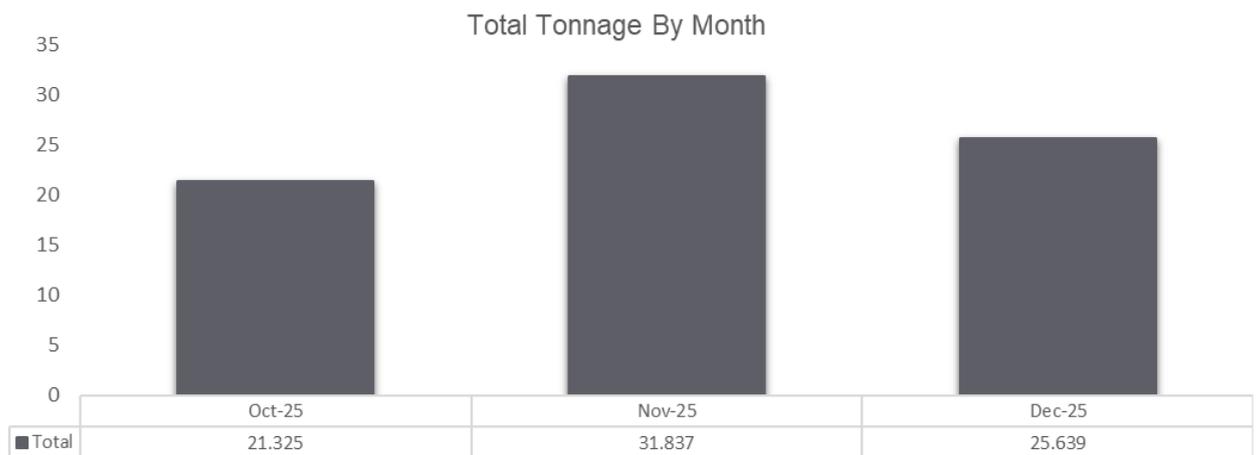


5.3 Chart 9: Total Tonnage by Waste Type



5.4 The general waste category has dropped again in this period. As reported at the previous committee meeting the CCAT team is supporting an action around the reduction of this and will continue to monitor.

5.5 Chart 10 Waste: Monthly Tonnage 2025



6 ENERGY CONSUMPTION: ALL BUILDINGS

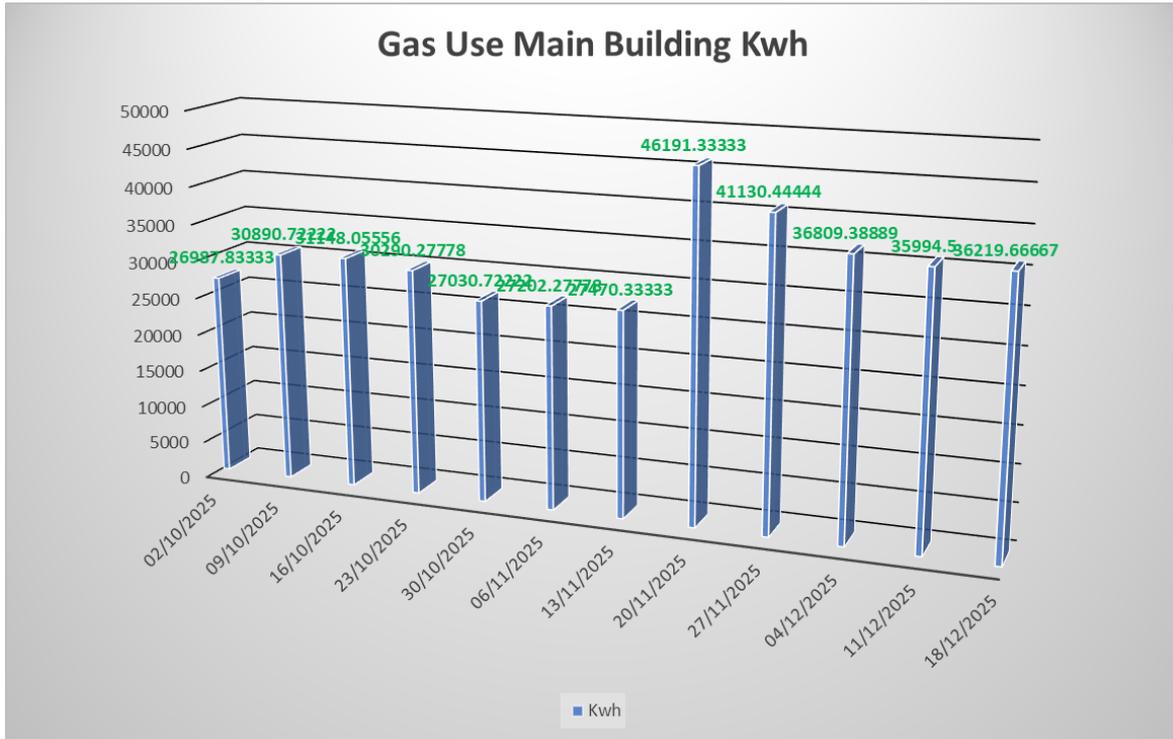
6.1 Table 3 below provides an overview of energy consumption across the estate over the last 3-year period, across all the utilities: gas, electricity and water. The change in the utilisation of the building will obviously affect the comparisons, but the table is designed to compare the movement in the quarter over the prior year equivalent, and the current rolling year over the prior year equivalent.

6.2 There are also charts to demonstrate the rolling gas and water consumption so that is easier to read in line with the electricity charts already provided.

6.3 Table 3 Energy Consumption

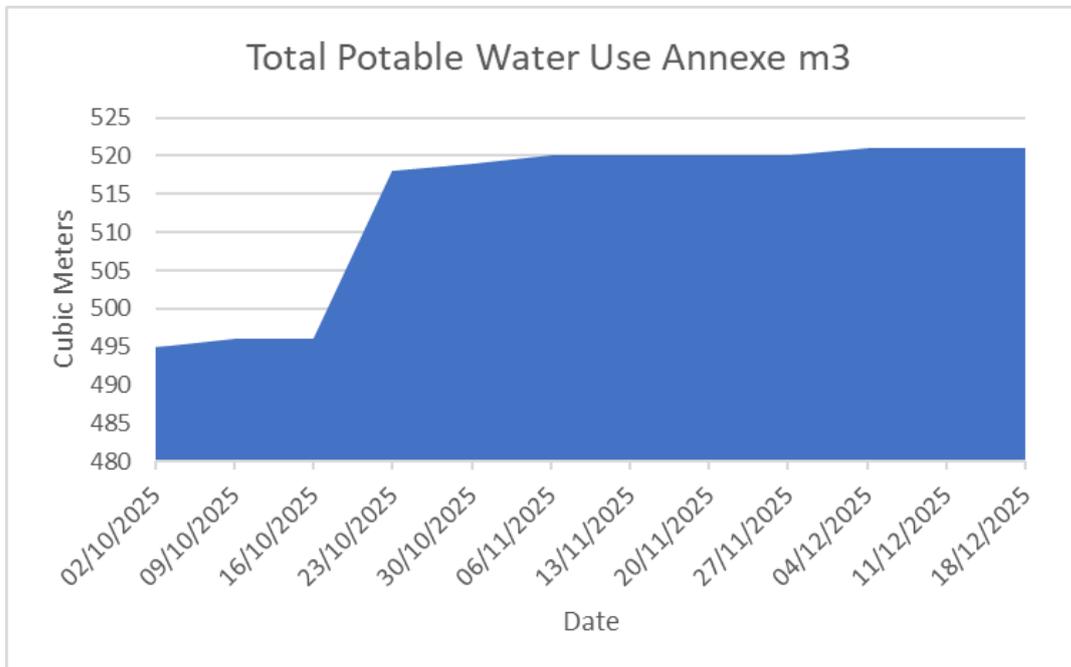
Finance and Resources Committee Estates Report Oct to Dec 2025 Energy Consumption				
Date	Usage in kWh	Movement over prior year quarter	Rolling Year	Movement over prior rolling year
Gas - kWh				
Oct-Dec 2021	249,945	-39%	1,341,156	-5%
Jan-Mar 2022	551,090	-1%	1,336,568	0%
Apr - June 2022	313,839	-5%	1,320,059	-13%
Jul - Sep 2022	200,677	-2%	1,315,551	-12%
Oct-Dec 2022	337,867	35%	1,403,473	5%
Jan - Mar 2023	634,676	15%	1,487,059	11%
Apr - June 2023	563,061	79%	1,736,281	32%
Jul - Sep 2023	463,028	131%	1,998,632	52%
Oct-Dec 2023	475,412	41%	2,136,177	52%
Jan - Mar 2024	612,293	-4%	2,113,794	42%
Apr - June 2024	327,719	-42%	1,878,452	8%
Jul - Sep 2024	352,300	-24%	1,767,724	-12%
Oct-Dec 2024	574,829	21%	1,867,141	-13%
Jan - Mar 2025	715,515	17%	1,970,363	-7%
Apr - June 2025	517,615	58%	2,160,259	15%
Jul - Sep 2025	339,361	-4%	2,147,320	21%
Oct-Dec 2025	397,368	-31%	1,969,859	6%
Electricity - kWh				
Oct-Dec 2021	127,306	-73%	1,554,522	-1%
Jan-Mar 2022	193,702	-75%	972,242	-45%
Apr - June 2022	135,743	-63%	739,832	-61%
Jul - Sep 2022	135,201	-52%	591,952	-69%
Oct-Dec 2022	174,960	37%	639,606	-59%
Jan - Mar 2023	189,142	-2%	635,046	-35%
Apr - June 2023	209,549	54%	708,852	-4%
Jul - Sep 2023	137,941	2%	711,592	20%
Oct-Dec 2023	156,521	-11%	693,153	8%
Jan - Mar 2024	191,510	1%	695,521	10%
Apr - June 2024	104,669	-50%	590,641	-17%
Jul - Sep 2024	101,636	-26%	554,336	-22%
Oct-Dec 2024	160,652	3%	558,467	-19%
Jan - Mar 2025	154,890	-19%	521,847	-25%
Apr - June 2025	100,317	-4%	517,495	-12%
Jul - Sep 2025	98,713	-3%	514,572	-7%
Oct-Dec 2025	112,609	-30%	466,529	-16%
Water Consumption - M₃				
Date	Usage in m3	Movement over prior year quarter	Rolling Year	Movement over prior rolling year
Oct-Dec 2021	1,665	50.1%	2,143	-49%
Jan-Mar 2022	2193	96.6	4,133	105%
Apr - June 2022	2,507	92.0	6,566	314%
Jul - Sep 2022	1,650	-0.9	8,015	274%
Oct-Dec 2022	2,178	-0.7	8,528	106%
Jan - Mar 2023	2479	-1.1	8,814	34%
Apr - June 2023	2,045	19.3	8,352	4%
Jul - Sep 2023	1,218	-78.8	7,920	-7%
Oct-Dec 2023	2,082	-19.1	7,824	-11%
Jan - Mar 2024	2,167	5.6	7,512	-10%
Apr - June 2024	1,551	21.5	7,018	-11%
Jul - Sep 2024	1,491	-39.6	7,291	-7%
Oct-Dec 2024	2,032	-6.6	7,241	-4%
Jan - Mar 2025	2,136	27.4	7,210	3%
Apr - June 2025	1,720	13.3	7,379	1%
Jul - Sep 2025	1,340	-51.6	7,228	0%
Oct-Dec 2025	1,188	-79.8	6,384	-11%

Chart 11: Gas Use Main Building



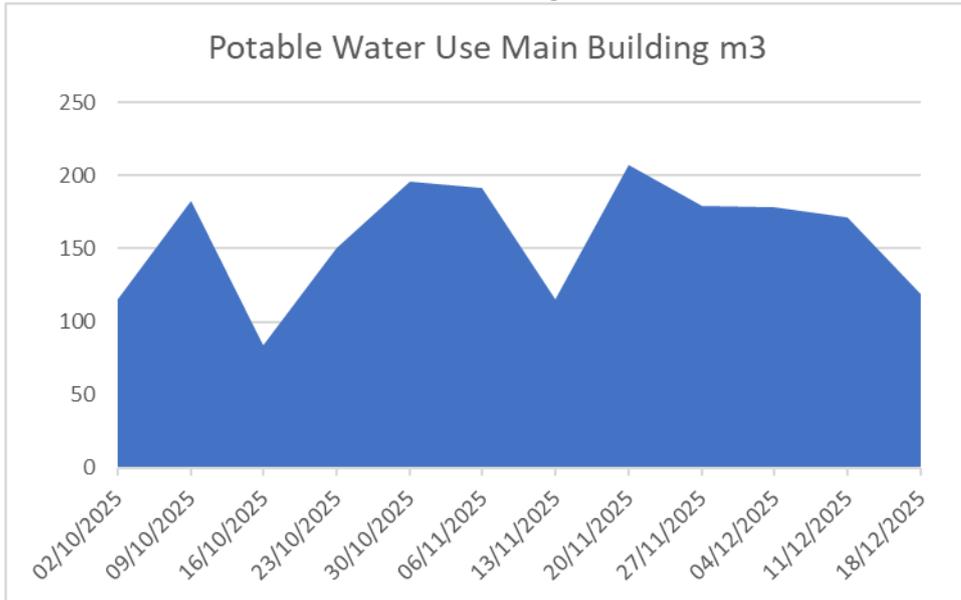
7.3 The ongoing challenge for the College will be to consider how it can reduce its energy consumption given the substantial rising costs in energy bills. This is where staff training is important when considering how to use energy efficiently within the College.

7.4 Chart 12: Potable Water use Annexe



7.5 The low water usage in the annex is due to all toilet flushing coming from the rainwater harvesting system. 1000 litres used this quarter.

7.6 Chart 13: Potable Water use Main Building



7.7 Solutions to the reduction of potable water consumption continue to be considered as part of a wider capital expenditure programme are to introduce waterless urinals, or remove them, supply water solenoid valves and replace taps with 2 litre flow restrictors.

8 RISK

- 8.1 That essential estates work is not carried out on a timely basis impacting on the learner experience.
- 8.2 That there is a failure to adhere to statutory and legislative health & safety requirements.
- 8.3 That the College does not meet the decarbonisation target by 2045.

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 RECOMMENDATIONS

- 10.1 Members are recommended to note the contents of this report including:
 - 10.1.1 the facilities work that has taken place in this reporting period;
 - 10.1.2 the contract monitoring review; and
 - 10.1.3 the sustainability charts reporting on energy, water, gas and waste, noting that the latter has significantly decreased.

FINANCE AND RESOURCE COMMITTEE

DATE	24 February 2026
TITLE OF REPORT	Quarterly Update – Climate Change Emergency Action Plan (CCEAP) Update
REFERENCE	06.5
AUTHOR AND CONTACT DETAILS	James Jamieson, Depute Head of Curriculum James.Jamieson@slc.ac.uk Omatsola Oke, Sustainability Officer Omatsola.Oke@slc.ac.uk
PURPOSE:	To provide members with an update on the draft 2025-2026 Climate Change Emergency Action Plan (CCEAP) and other sustainability initiatives from the last quarter
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to note: <ul style="list-style-type: none"> • the completion and progress of 2025-2026 actions; • the sustainability initiatives undertaken from the last quarter
RISK	<ul style="list-style-type: none"> • That the College does not take appropriate action to reduce its carbon footprint. • That climate change and sustainability are not promoted and embraced within the college community.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • The Student Experience • People and culture development • Growth and innovation • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The CCEAP for 2025-2026 has been updated and promotes the college commitment to achieving net zero by 2040 or earlier. • Year on year the college has reduced its carbon emissions. • The actions from the 2024-2025 CCEAP have been either completed, carried forward. • Two elements from the roadmap have moved from established to leading • An action plan for 2025-2026 has been developed. • An internal sustainability and environmental audit took place by Henderson and Logia in September 2025.

1. INTRODUCTION

1.1. This paper presents an overview of the 2025-2026 CCEAP, summarises the 2024-2025 actions and highlights key points from the 2024-2025 PBCCDR.

2 UPDATE ON CCEAP PROGRESS

2.1 The CCEAP sets out the College's commitment to achieving Net Zero by 2045, or earlier by detailing plans to reduce carbon emissions and encourage sustainable behaviours. The 2025-2026 CCEAP can be found in Annex 2

2.2 Actions from the 2024-2025 CCEAP have either been completed or continuing into 2025-2026. Annex 1 details the outcome of the 2024-2025 actions.

2.3 The 2025-2026 CCEAP has been reviewed and updated using the five elements of the Climate Action Roadmap for UK FE Colleges. The five elements of the Roadmap are:

- Leadership
- Teaching and Learning
- Estates and Operations
- Partnership and Engagement
- Data Collection.

2.4 The College has undertaken a self-assessment aligned with the elements of the Roadmap, with two elements progressing from established to leading. The College aims to achieve leading across all five elements by 2027-2028, five years after the publication of the first CCEAP. The table below shows the College's assessment for 2025-2026

2.5 No further changes have been made to the College's self-assessment during the last quarter. However, the Committee is asked to note:

2.5.1 The College recruited a 1 FTE Sustainability Officer in January 2026 to provide leadership of all sustainability and climate change emergency action plan activities.

2.5.2 The College has strengthened its approach to sustainability through Carbon Literacy training that was delivered in January 2026 to the Sustainability Officer, the Curriculum and Quality Managers and Curriculum and Quality Leads, strengthening staff development and promoting environmental sustainability awareness across curriculum teams and students. This approach embeds eco-preneurial and entrepreneurial skills across our college curriculum, ensuring that SLC modern apprentices are not only gaining the skills to succeed in the modern and green industries of the future, but have the skills and knowledge to start their own businesses.

2.5.3 The College has proactively sought support to devise a 5-year capital infrastructure plan for its estate with external consultancy support. The Estates strategy is still progressing and the insights that will be gained from the consultancy firm should support the redesign of college spaces with sustainability at the forefront.

2.5.4 Data collection, specifically scope 3 emissions, is growing in prominence at the College owing to the future requirement to include sustainability reporting within the annual report. The format of that reporting is not yet known however as previously intimated, the College did undertake a scope 3 emissions survey with staff in August 2025 with a 51% response rate.

2.5.5 The College extends an invitation to all colleagues across the College to join the Climate Change Action Team (CCAT) for an initial two-year term. The team will convene once every four weeks and will play a pivotal role in executing the College Climate Change Action Plan (CEAP), advocating climate change initiatives, and integrating sustainable practices throughout South Lanarkshire College.

2.6 Table 1 South Lanarkshire College Self-Assessment 2025-26

	Emerging Colleges which are just beginning to address sustainability.	Established Colleges with an established approach to sustainability	Leading Colleges which are models to other on sustainability
Leadership and Governance			√
Teaching and Learning		√	
Estates and Operations		√	
Partnership and Engagement			√
Data Collection		√	

2.7 An action plan for 2025-2026 has been developed, and progress of which will be reported quarterly to the Senior Leadership Team (SLT) and the Finance and Resource Committee (FRC)

3 SCOTTISH GOVERNMENT INFORMATION REQUEST: DECARBONISATION PROJECTS PIPELINE

3.1 The College received a call for information in January 2026 from the Scottish Government to inform them of potential decarbonisation projects earmarked for delivery in the College from 2027 onwards.

3.2 This information will support strategic planning and identify collaboration opportunities to accelerate progress toward Scotland’s Net Zero 2045 targets. It will also help establish a pipeline of potential projects that may seek future support through Scotland's Public Sector Heat Decarbonisation Framework (formerly the Non-Domestic Energy Efficiency Framework).

3.3 The College recognises that it will not have the ability to progress many initiatives without appropriate levels of funding. However, the appendix to this paper contains the submission made, referencing boiler replacements, sun amp technologies, additional

photovoltaic solar panels, insulation of building fabric, conversion of gas appliances to electric, EV charging stations and battery storage.

4 EAUC: STATE OF THE SECTOR 2025: SUSTAINABILITY IN POST-16 EDUCATION

4.1 The Environmental Association for Universities and Colleges (EAUC) released a report on 2 February 2026. The State of the Sector 2025 research provides the clearest, most up-to-date picture of sustainability across further and higher education in the UK and Ireland. Based on responses from over 120 institutions, it shows how sustainability is now embedded in strategies and expectations, and where delivery is being held back by funding pressures, limited capacity and uneven accountability.

4.2 The main findings included

4.3 limited staffing capacity with very small sustainability teams or single postholders;

4.4 Financial constraints are the biggest barrier to progressing almost all sustainability initiatives

4.5 Alongside funding, training and skills is a growing concern with respondents noting limited access to sustainability focussed training.

4.6 These themes resonate with the College. To move from planning to delivery at the pace required, the sector needs sustained investment in people and infrastructure, better alignment between expectations and funding models, and recognition of sustainability as a core operational function rather than an optional enhancement.

4.7 The report can be read in full here: [EAUC: State of the Sector 2025](#)

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 following risks have been identified:

6.2 that climate change actions within the College do not progress;

6.3 that climate change activities and behaviours are not embraced by the college community;

6.4 their failure to comply with planned strategies;

6.5 the College may not be able to support projects if additional funding cannot be sourced or available;

6.6 failure to comply with climate change regulations could lead to fines, legal action and operational restrictions; and

6.7 failure to meet climate change targets could result in reputational damage.

7 RECOMMENDATIONS

7.1 Members are asked to:

7.2 note the completion and progress of 2025-2026 actions; and

7.2.1 the sustainability initiatives undertaken from the last quarter

ANNEX 1

Table 2: 2023-2023 Actions Completed

CEAP Reference	Roadmap Element	Roadmap/Organisational Target	College Lead	Target Date	Progress
5	Leadership & Governance	CCEAP to be updated and agreed annually with the Senior Leadership Team (SLT), Finance and Resource Committee (FRC) and the Board of Management (BOM)	Climate Change Operational Leads (CCOL) Climate Change Action Team (CCAT)	November 2024	Complete
5	Leadership & Governance	Once agreed the CCEAP to be updated twice per year with the SLT, the FRC and the BOM.	CCOL	February 2025 May 2025	Complete
5	Leadership & Governance	Review and update Sustainability Policy	CCOL	March 2025	Complete
5	Leadership & Governance	Complete Climate Change Risk Assessment	CCOL	December 2024	Complete
5	Leadership & Governance	Continue to explore alternative sources of income and funding	CCOL CCAT	November 2024 February 2025 May 2025	Complete Alternative income streams explored. Carry forward to 2025-2026
5	Leadership & Governance	Showcase good practice throughout the college and wider community	Climate Change Operational Leads and Climate Change Action Team	November 2024 February 2025 May 2025 August 2025	Complete Good practice shared at monthly CCAT meetings

CEAP Reference	Roadmap Element	Roadmap/Organisational Target	College Lead	Target Date	Progress
5	Leadership & Governance	Embed climate change actions within the College community discussed at Curriculum and Department reviews	VP Finance, Resource & Sustainability Curriculum Managers	November 2024 February 2025 May 2025	Complete
5	Leadership & Governance	Achieve Carbon Literate Organisation Standard	CCOL	December 2024 June 2025	Opportunities to attend training were available. However, no applications were received. This will be carried forward to AY 2025-2026
5	Leadership & Governance	Carbon literacy training to be available to staff and students	CCOL CCAT	June 2025	As above
5	Leadership & Governance	Complete Leaders Climate Emergency Checklist	CCOL	December 2024 June 2025	Complete part of the overall college risk assessment.
5	Leadership & Governance	Embed sustainable behaviors through staff induction and development	HR	June 2025	Complete
5	Leadership & Governance	Review membership of Climate Change Action Team.	CCOL	August 2024	Complete

CEAP Reference	Roadmap Element	Roadmap/Organisational Target	College Lead	Target Date	Progress
6	Teaching and Learning	CCAT to include colleagues from across all curriculum areas to engage and enhance sustainable behaviours within learning and teaching	CCOL CCAT	June 2025	Complete Good practice is shared within curriculum areas by members of CCAT,
6	Teaching and Learning	Undertake a mapping exercise to identify where Sustainable Goals are embedded in the Curriculum	CCOL	February 2025 June 2025	Not complete. This will be carried forward to AY 2025-2026
7	Estates and Operations	Review the installation of Building Management System	CCOL	June 2025	Update currently being installed.
7	Estates and Operations	Complete and submit Heatworks: Building Assessment Report to Local Authority	CCOL	June 2025	Complete
7	Estates and Operations	Solar car ports incorporating battery storage and external battery wall	CCOL	Review August 2025	
7	Estates and Operations	Decarbonise building from gas to electric supplies	CCOL	Review August 2025	
7	Estates and Operations	Review system to improve waste management and recycling	CCOL	Review August 2025	Currently out to tender
7	Estates and Operations	Publish a revised estates strategy	CCOL	June 2025	A review of the college estate is planned for AY 2025-2026
7	Estates and Operations	Complete the SFC Baseline Survey for the sector wide estates/infrastructure policy	CCOL	June 2025	

CEAP Reference	Roadmap Element	Roadmap/Organisational Target	College Lead	Target Date	Progress
8	Partnerships and Engagement	Renew University and Colleges Race to Zero Pledge	Climate Change Leads	December 2024	Complete
8	Partnerships and Engagement	Further develop partnerships	Climate Change Operational Leads and Climate Change Action Team	June 2025	Feb (LAMH)
9	Data Collection	Develop live data streams from generation sources to Web site	Climate Change Leads	June 2025	Carry forward to 2025-2026
9	Data Collection	Convert data information to Power BI system	Climate Change Leads	June 2025	Live data is available, this has still to be converted to Power BI

Annex 2

Climate Change Emergency Action Plan (CCEAP) 2025-2026

Owner: Senior Leadership Team

Date: October 2025

Version: 1.2

Document Information

Procedure Published/Created:	March 2023
Reviewed Date:	September 2025
Consultation held	Yes
Owner:	Wilma MacLeod James Jamieson Craig Ferguson
Approved by:	Senior Leadership Team (SLT)
Equality Impact Assessment:	 equality-impact-assessment CCAP.pdf
Next Review Date:	September 2026

Version History

Version Number	Date	Author	Rationale
1.0	March 2023	James Jamieson Wilma MacLeod Craig Ferguson	Creation
1.1	September 2024	Wilma MacLeod James Jamieson Craig Ferguson	Document updated
1.2	September 2025	Wilma MacLeod James Jamieson Craig Ferguson	Document updated

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.

DRAFT

Table of Contents

Section 1	Foreword	Page 4
Section 2	Executive Summary	Page 5-6
Section 3	UK HE/FE Roadmap	Page 7
Section 4	The Journey to Net-Zero	Page 8-9
Section 5	Leadership and Governance	Page 10
Section 6	Teaching and Learning	Page 11
Section 7	Estates and Operations	Page 12-13
Section 8	Partnerships and Engagement	Page 14-15
Section 9	Data Collection	Page 16-17

Section 1: Foreword

South Lanarkshire College's commitment to responding to climate change has been evident for more than fifteen years. Through remodelling the campus, embedding sustainability into the curriculum, and developing our staff, we can clearly illustrate that climate change is at the forefront of all we do.

Since 2009, the College has actively reduced its carbon emissions (tco2e) from 3306 tCo2, to 788.72 tCo2e by installing a range of sustainable technologies. All three College buildings have solar panels, ground and air source heat pumps, and rainwater harvesting systems installed, with a fabric first approach including insulation and air tightness. In partnership with Dawn Homes, Scotland's first affordable, low-energy, low-carbon house suitable for mass production was built within the College campus. The learning from this innovative approach to building, informed the project team when constructing the Building Research Establishment Environment Assessment Methodology (BREEAM) "outstanding" teaching block. The College is proud that these two buildings are not only utilised as a teaching space, but also as a teaching resource to demonstrate sustainable behaviours which inspire and inform students, staff, and stakeholders.

The College is ambitious and fully supports achieving net zero emissions of all greenhouse gases by 2045 or earlier as set out by the Scottish Colleges' Statement of Commitment to the Climate Emergency. From the baseline date of 2009, the college has reduced its carbon emissions by 2518 tco2. It is envisaged that the College will continue to reduce year on year by 100 tco2. South Lanarkshire College centres its Climate Emergency Action Plan around the five elements of the "Climate Action Roadmap for UK FE Colleges."

Implementing and overseeing this plan will inspire the College to continuously invest and allocate resources, using the savings from the year-on year decreased energy usage to create new curriculum, generate additional partnerships and ensure the sustained the longevity of the buildings. The result of which will be a college that serves its local and regional communities and makes a positive contribution to a greener, cleaner, and brighter Scotland for all.

Section 2: Executive Summary

Targets have been set by The Scottish Government to reduce Scotland's emissions of all greenhouse gasses by 2045. These plans and targets are set out in the Climate Change: Net Zero Nation. [About Net Zero | Net Zero Nation](#). The Public Sector Leadership on the Global Climate Emergency document, [Public sector leadership on the global climate emergency: guidance - gov.scot \(www.gov.scot\)](#) published by the Scottish Government provides guidance to assist Public Sector Leaders on achieving net-zero.

This Climate Change Emergency Action Plan (CCEAP) details South Lanarkshire College's commitment to achieving net-zero emissions by 2040 and reducing its carbon emissions by 100 tCO₂ year on year to achieve an interim target of 242 tCO₂ by 2030 by addressing the implications of climate change, promoting sustainable behaviours within the College community as well as to industry partners and stakeholders. The planned actions to achieve net-zero contained within the document will be updated annually by the Sustainability Leads. Since the baseline year of 2009/2010 South Lanarkshire College has been highly successful and consistent in reducing its emissions despite the growth of the College footprint.

The graphs below show that the College has taken the necessary steps to reduce its Electricity, Gas and Water consumption, and the charts below demonstrate the progress the College has made over a three-year period, 2022-2025 as the snapshot of the last 3 years demonstrates.

Chart 1: Electricity Usage

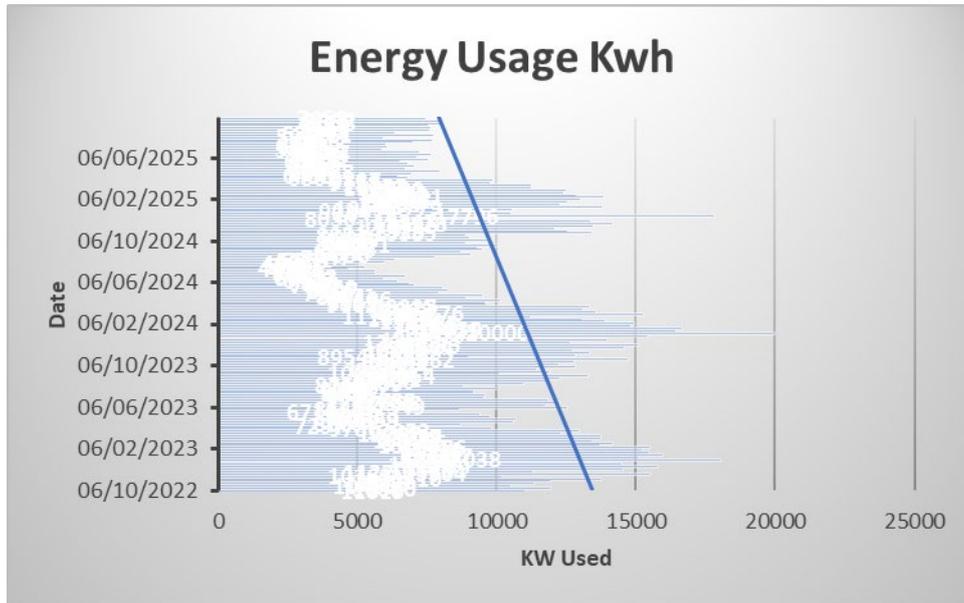


Chart 2: Gas Usage

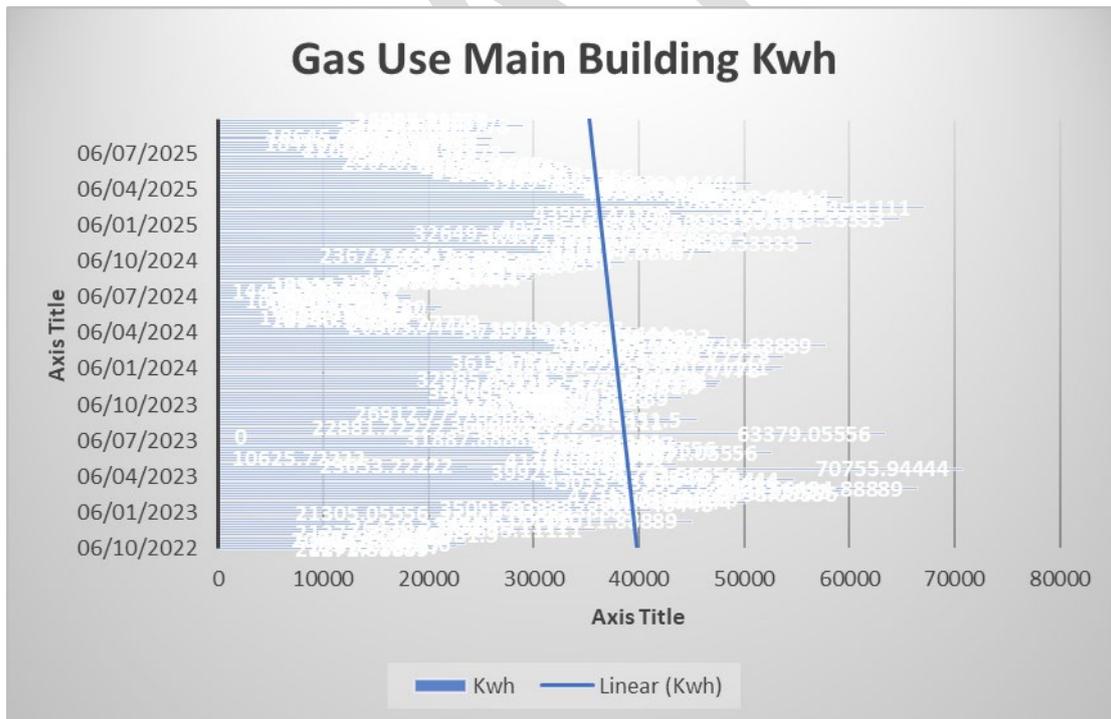


Chart 3: Water Usage

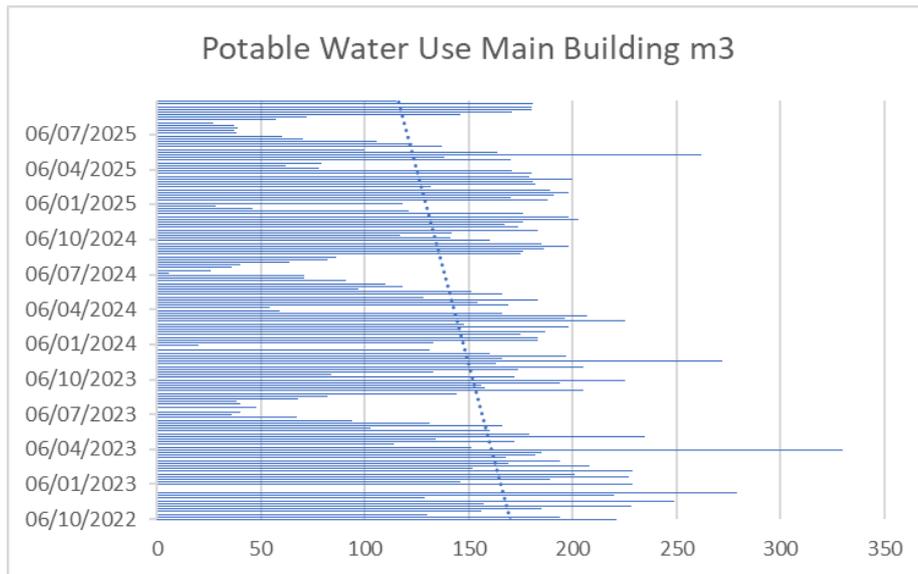
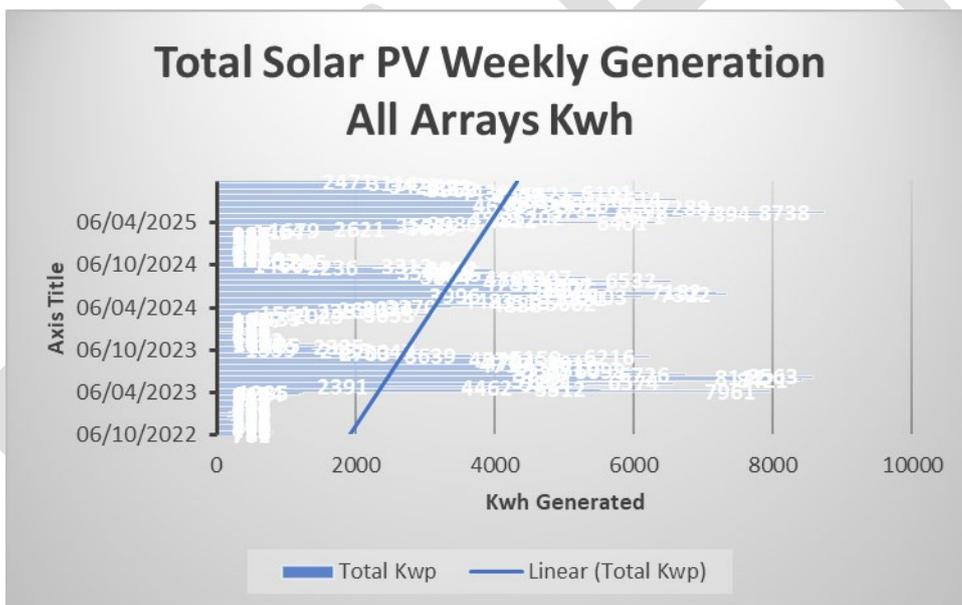


Chart 4: Electrical Generation Solar PV



Section 3: The Further and Higher Education Roadmap

In collaboration with The Climate Commission and the management consultancy Nous Group, a Climate Action of UK FE Colleges Roadmap has been developed. This Roadmap provides clear actions and guidance on how colleges can promote sustainability and respond to the climate emergency. South Lanarkshire College has used this Roadmap to assess its current standing and to assist in the development of a strategy to net-zero.

The five elements of this Roadmap are:

- Leadership and Governance
- Teaching and Learning
- Estates and Operations
- Partnership and Engagement
- Data Collection

Section 4: The Journey to Net-Zero

South Lanarkshire College will use the five elements of the Climate Action Roadmap for UK FE Colleges to develop the objectives and targets outlined in this CCEAP. The detail of these elements is set out below.

- **Leadership and Governance:** To provide a leadership and governance framework to ensure that the strategic aims and objectives of the college are implemented.
- **Teaching and Learning:** To promote and raise awareness that teaching and learning provides students and staff with the knowledge and understanding to achieve sustainable future.
- **Estates and Operations:** To establish base lines, against which targets can be set and measure the impact of the college's estate-based activities.
- **Partnerships and Engagements:** To develop long term partnerships to share the challenges and opportunities associated with achieving the net-zero targets.

- **Data Collection:** To gain and have a clearer understanding of the carbon outputs of the college. This will allow the College to utilise the information to make changes on its journey to net zero.

The table below sets out the College’s assessment against the five elements of the roadmap and it is the ambition of the College to be “leading” in all five elements within five years. Through the process of self-assessment, the College has advanced from the established to the leading category in the Partnership and Engagement element.

Table 1: South Lanarkshire College Self-Assessment

Element	Emerging Colleges which are just beginning to address sustainability.	Established Colleges with an established approach to sustainability.	Leading Colleges which are models to others on sustainability.
Leadership and Governance		√	
Teaching and Learning			√
Estates and Operations		√	
Partnership and Engagement			√
Data Collection		√	

Section 5: Leadership and Governance

Where are we now?

A system for climate change governance exists within the College, and the strategic priorities, approved by the South Lanarkshire Board of Management (BOM), set out “Sustainable Behaviours” as a key ambition. A cohesive approach to sustainability

is delivered through The Climate Change Action Team (CCAT) which consists of representatives from college management, the Student Association, college departments, and curriculum areas. This group meets monthly to monitor progress, implement initiatives and promote climate change behaviours throughout the college. The Climate Change Operational Leads report on the progress of outcomes quarterly to the College Senior Leadership Team, and this progress is reported quarterly to the Board of Management through the Finance and Resources Committee.

Where do we want to be?

Table 2 sets out South Lanarkshire College's targets and progress to date against these targets.

Table 2: Leadership and Governance Roadmap/Organisational Targets

Action	Target Date	Progress
CCEAP to be updated and agreed annually with the BOM	November 2025	Completed November 2025
Once agreed SLT and Finance and Resource Committee to be updated four times per year on the progress of the CCEAP and CCAT	August 2025 November 2025 February 2026 May 2026	In Progress
Review and update the College Sustainability Policy	March 2026	
Continue to explore alternative sources of income and funding opportunities through establishing which funding streams would support the College's climate change ambitions	June 2026	
Showcase good practice throughout the college and wider community	June 2026	
Embed climate change actions within the College community ensuring it is a key performance indicator and discussed at curriculum and departmental progress reviews	June 2026	
Achieve Carbon Literate Organisation Standard	March 2026	
Embed sustainable behaviours in staff induction and development.	June 2026	
Review membership of CCAT annually	March 2026	

Integrate actions across curriculum and departmental teams to promote climate change awareness and sustainability.	June 2026	
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Section 6 Teaching and Learning

Where are we now?

The College recognises that it has a valuable role to play in fostering awareness of climate change and sustainable behaviours to the College community, the wider local community, stakeholders, and partners. The College has identified that there is an increasing number of students enrolling in the College who are aware of the impact of climate change and the need to improve sustainable behaviours.

The college has been at the forefront of changes within the curriculum to embed qualifications that prepare learners for the future skills required to meet key Government targets, in line with The Climate Emergency Skills Action Plan (CESAP)

The College not only realises it has a responsibility to capture this enthusiasm and to provide teaching and learning opportunities to students, and stakeholders, but proactively provides this together with development opportunities for staff.

Where do we want to be?

Table 3: Teaching and Learning Roadmap/Organisational Targets

Action	Target Date	Progress
Carbon literacy training to be available to staff and students	June 2026	Carbon Literacy Training delivered to staff in January 2026; with wider impact expected within learning and teaching
CCAT to include colleagues from across all curriculum areas to engage and enhance sustainable behaviours within learning and teaching.	March 2026	In Progress
Undertake a mapping exercise to identify where Sustainable Development Goals (SDGs) are embedded into the curriculum	June 2026	

Section 7: Estates and Operations

Where are we now?

The College was constructed in 2008 and delivers a range further and higher education courses to approximately 4,000 students. The building has an Energy Performance Certificate (EPC).

In 2009, the College launched a low carbon house project with over 53 partner companies to construct the first affordable low-energy low-carbon house for the mass market. The house would also help combat fuel poverty. This property achieved an A+ EPC with all technologies including solar photovoltaics (PV), solar thermal, ground source heat pump, rainwater harvesting and much more. Fabric was the key ingredient within the build to minimise heat loss and maximise heat input. This work received accolades and was the subject of Scottish parliamentary motions. It catalysed change in the construction curriculum and is now embedded in other parts of the curriculum too.

As the College has grown, and required more space, it embarked on a similar project on a commercial scale. In 2016 the College opened the first Building Research Establishment Environmental Assessment Method (BREEAM) outstanding build in the UK.

Both projects received the Green Gown Award from the Alliance for Sustainability Leadership in Education (EAUC). The two additional standalone builds generate power through solar PV and heat by ground source heat pumps, exporting any additional energy to the national grid.

Over the last eight years, the main building of the college has been adapted to incorporate 220Kwp solar PV systems, air source and ground source heat pumps within the construction wing.

Where do we want to be?

Table 4: Estates and Operations Roadmap/Organisational Targets

Action	Target Date	Progress
Install Building Management System	June 2026	
Publish a revised estates strategy	February 2026	In progress with support from consultancy firm to establish a 5-year capital investment plan
Install solar car ports incorporating battery storage and battery walls.	June 2027	
Decarbonise the building from gas to electric supplies	June 2027	
Install system to improve waste management and recycling.	June 2027	

The College will benefit from technology adaptations to help meet the proposed net zero timeframe. These include:

- Decarbonisation of Gas Boilers
- Removal of stored Hot Water
- Solar car ports with battery storage
- Additional heat pumps to take over 100% heat provision
- Battery wall storage
- Water conservation via taps, cisterns etc
- Airtightness of building
- Mechanical Ventilation with Heat Recovery
- Upgrade central building management system (BMS)

Section 8: Partnerships and Engagement

Where are we now?

The College recognises that collaborative working with industry and professional partners and key stakeholders is essential to achieving net-zero targets. It is proud that this partnership engagement will ensure the most effective outcomes for students and the community which it serves. The Senior Leadership Team is committed to working collaboratively with current partners whilst seeking

opportunities to develop further partnerships which promote sustainability activities, raise awareness of the impact of climate change and share the benefits of the circular green economy. The College benefits from hosting key events with external partners which include:

- The Energy Skills Partnerships (ESP)
- STEM
- Scottish and Northern Ireland Plumbing Employers Federation (SNIPEF)
- Energy Saving Trust (EST)
- National House Building Conference (NHBC) Conference
- Mobile Heat Pump Training and Assessment Facility
- Cycling Scotland
- Whitelees Wind Farm
- (EAUC)
- Marine Conservation Society
- CLIC

In addition, several curriculum areas work with industry and professional partners who are extremely valuable enriching the students' learning experience such as Built Environment Smarter Transition (BE-ST)

Table 5: Partnership and Engagement: Roadmap and Organisational Targets

Action	Target Date	Progress
Further develop partnerships with industry and other key stakeholders to promote and develop the climate change ambitions of the College	June 2026	
Renew University and Colleges Race to Zero Pledge	December 2025	Completed

Section 9: Data Collection

Where are we now?

College staff collect weekly data from various sources to paint a picture of utilities used against consumption. This information is passed to the Principalship to present to the Finance and Resources Committee on a quarterly basis to showcase the need

for capital investment and savings and included in the annual Public Body Climate Change Report (PBCCR) The following charts demonstrate the data presented.

Chart 4: Main Building Energy Generated v Used Update charts yearly

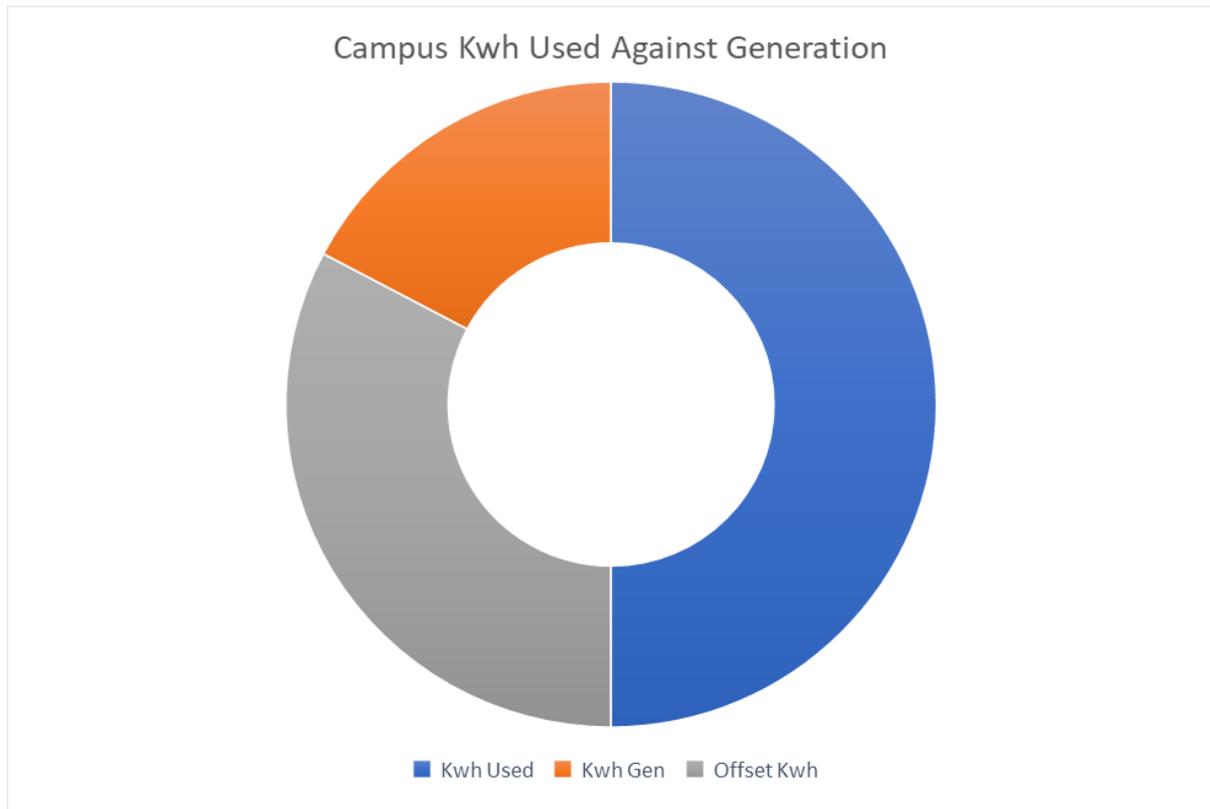


Table 5: Data Collection Roadmap and Organisational Targets

Action	Target Date	Progress
Develop Live data streams from generation sources to website	June 2026	
Data conversion uploaded to Power BI	June 2026	

Section 10: Equality and Diversity

There are no matters for people with protected characteristics which arises from this plan.

Section 11: Risks

The College is committed to implementing and achieving the targets outlined in this plan; however, potential risks have been identified within this document.

Table 7: Risks

Risk	Mitigation
Climate Change Actions within the College do not progress	A college wide CCAT has been established to monitor the actions contained within this plan
Climate change activities and behaviours are not embraced by the college community	Promote the benefits of climate change through the CCAT, Student Association, and partners
Failure to comply with planned and long-term strategies	Operational Climate Change Leads meet regularly to lead others to progress climate change within the College
The College may not be able to support projects if additional funding cannot be sourced or available.	Funding applications are submitted.
Failure to comply with climate change regulations could lead to fines, legal actions and operational restrictions.	Climate change data and statistics are included in financial statements and the annual Public Body Climate Change Report (PBCCR).
Failure to meet climate change targets could result in reputational damage with both suppliers and students	Procurement is carried out with a strong focus on sustainability, and the Student Association actively supports climate change initiatives.

Table 8: Action Plan September 2025 to August 2026

Activity	Aug. 2025	Sept. 2025	Oct. 2025	Nov. 2025	Dec. 2025	Jan. 2026	Feb. 2026	March 2026	April 2026	May 2026	June 2026	Aug. 2026
Leadership and Governance												
CEAP to be updated and agreed annually with the BOM												
SLT and Finance and Resource Committee to be updated three times per year												
Review and update Sustainability Policy												
Continue to explore alternative sources of income and funding												
Showcase good practice throughout the College community												
Embed climate change actions within the College community ensuring it is a key performance indicator and discussed at progress reviews												

Activity	Aug. 2025	Sept. 2025	Oct. 2025	Nov. 2025	Dec. 2025	Jan. 2026	Feb. 2026	March 2026	April 2026	March 2026	June 2026	Aug. 2026
Achieve Carbon Literate Organisation Standard												
Embed sustainable behaviours throughout staff induction and development												
Review membership Climate Change Action Team												
Integrate actions across curriculum and departmental teams to promote climate change awareness and sustainable behaviours												
Carbon literacy training to be available to staff and students.												
Teaching and Learning												
CCAT to include colleagues from across all curriculum areas to engage and enhance sustainable behaviours												

within learning and teaching.												
Activity	Aug. 2025	Sept. 2025	Oct. 2025	Nov. 2025	Dec. 2025	Jan. 2026	Feb. 2026	March 2026	April 2026	March 2026	June 2026	Aug. 2026
Undertake a mapping exercise to identify where Sustainable Goals are embedded in the curriculum												
Estates and Operations												
Instal Building Management System												
Review solar car ports incorporating battery storage and battery walls (external)												
Decarbonise the building from gas to electricity												
Review system to improve waste management and recycling												
Publish a revised estates strategy												
Complete the SFC Baseline Survey for the												

sector wide estates/infrastructure policy												
Activity	Aug. 2025	Sept. 2025	Oct. 2025	Nov. 2025	Dec. 2025	Jan. 2026	Feb. 2026	March 2026	April 2026	March 2026	June 2026	Aug. 2026
Partnerships												
Renew University and Colleges Race to Net Zero Pledge												
Further develop partnerships with key stakeholders.												
Data Collection												
Develop live data streams from generation sources to website												
Data conversion uploaded to Power BI												

FINANCE AND RESOURCES COMMITTEE

DATE	24 February 2026
TITLE OF REPORT	Business Innovation and Development: Quarterly Update
REFERENCE	06.6
AUTHOR AND CONTACT DETAILS	Elaine McKechnie Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	To present a high-level overview of key Business Innovation and Development activities at the College, including a pipeline of activity across 2025-26.
KEY RECOMMENDATIONS/ DECISIONS:	The Committee is asked to: <ul style="list-style-type: none"> • Note the activity in the last quarter and updates to the pipeline of activity; noting that further work is ongoing to identify and increase activity across the year.
RISKS	The main risks in failing to resource the Business Innovation team sufficiently and prepare a pipeline of activity are: <ul style="list-style-type: none"> • Potential lack of alignment to strategic aims through insufficient planning of activity; • Lack of competitive advantage against other Colleges in the sector that have well established Business innovation teams; • Loss of potential income sources because of poor execution of projects and insufficient documentation of processes to mitigate against risks; • Going concern due to poor financial management and inability to diversify income; • Reputational damage from failing to deliver programmes to key stakeholders due to insufficient resourcing.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • The Student Experience • Culture and People Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The paper highlights the continued work that the College is undertaking to diversify income, foster innovation and grow strategic partnerships that support the Strategy 2030. • To date there has been engagement with 23 separate opportunities, 17 proposals submitted during Q1 25-26 (11 successful – 64%, 3 under appraisal – 18%, 3 unsuccessful – 18%), 3 proposals currently under

	development and 3 new leads being pursued at this time
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1. INTRODUCTION

1.1. This paper provides a high-level overview of key Business Innovation and Development activities at the College, including a pipeline of activity across 2025-26.

2 BACKGROUND

2.1 Since the last Finance and Resource Committee meeting, the College has continued implementing its new approach to income diversification and innovation. The transition from the Alternative Funding Team to the Business Innovation Team is progressing, with a focus on strengthening commercial activity, employer engagement, and collaborative partnerships.

2.2 A refreshed recruitment drive for the Head of Business Innovation was initiated in January 2026, with interviews in view now for early March 2026. While the primary aim remains income diversification, the College will continue to foster innovation and build strategic relationships that support long-term growth and sustainability.

3 PIPELINE OF ACTIVITY

3.1 The appendix at Annex A sets out current pipeline opportunities and the College envisages growth in the pipeline as the new Business Innovation team continues to take shape.

3.2 As can be seen, there are various leads being explored, with some progress including SLC engagement with 23 separate opportunities, year-to-date:

3.2.1.1 17 proposals submitted during Q1 25-26 (11 successful – 64%, 3 under appraisal – 18%, 3 unsuccessful – 18%)

3.2.1.2 3 proposals currently under development

3.2.1.3 3 new leads being pursued at this time

3.3 To note, the College recruited a full-time sustainability officer in January 2026. Following a preliminary discussion with Glasgow Kelvin College, a shared resource did not align with their organisational priorities at that time. This has been marked as 'unsuccessful' however the College views the appointment as a success and critical for the College's estate and infrastructure development in line with net zero targets. The role was also in budget for 2025/26 and formed part of the restructure, regardless of the later consideration to pool resource.

3.4 The College is also currently working towards the submission in early March 2026 of a bid in respect of Employability Services Procured Service Arrangement - Phase 2. This primarily covers 4 lots for work-based learning, target support services, health, wellbeing and financial support and other services.

3.5 Two bids have been successful in the quarter as noted below in section 4.

4 SUCCESSFUL PROPOSALS 2025-2026 – AN UPDATE

4.1 Clyde Maritime Engineering Programme

4.1.1 The College was informed on 2 February 2026 that it had been successful in securing funding for its proposal to the Clyde Maritime – Engineering Skills Fund as launched by the Scottish Government. Despite not offering engineering as a core curriculum specialism, the College submitted a bid to offer courses in English for Speakers of Other Languages (ESOL) to support those working in the engineering industry. The bid was reviewed by Skills Development Scotland, Glasgow City Region and employer representations at the Clyde Maritime Managing Directors’ Group. The College stands to draw-down a maximum of £143,047 from this bid.

4.2 Climate Action Strathaven and South Lanarkshire Council: Pilot Shuttle Minibus Service

4.2.1 An initiative was explored in the last quarter to bid for funding from South Lanarkshire Council’s Renewable Energy Fund for a grant of up to £20,000 for a community-based projects under the ‘small grants’ scheme.

4.2.2 In partnership with Climate Action Strathaven, the College was successful in securing funding to support the pilot of a shuttle minibus service between the College and East Kilbride Town Centre.

4.3 Scottish Educational Exchange Programme (SEEP)

4.3.1 Led by South Lanarkshire College, the six colleges of the Glasgow City Region, which form the Colleges Local Innovation Centres (CLIC) network, have secured £35,000 from the Scottish Educational Exchange Programme, (SEEP), to deliver a new project in Spring 2026 in partnership with the University of Strathclyde.

4.3.2 Building on their collaboration since 2024, the initiative will see key staff visit five European innovation districts to share knowledge and explore best practice in digital innovation, enterprise skills, and capacity building. The College is exploring the opportunity to send up to two staff members to Valencia, Spain for one of the planned visits towards the end of February 2026.

5 ONGOING CONTRACTS/ACTIVITIES

5.1 Modern Apprenticeship Contract

5.1.1 The College’s Modern Apprenticeship programme continues to demonstrate strong performance. As of the end of January 2026, £369,171 has been expended from the total contract value of £471,533 for the 2025–2026 contract year (78% of the total contract value).

5.1.2 Target starts for the 2025-2026 contract year are 110, with 60 starts at the end of the last reporting period in October and a further 38 starts expected by the end of March, totalling 98 starts.

5.1.3 Planned/projected MA activities across February – March 2026 include

- Hairdressing SCQF Level 2 and 3 – up to 6 starts allocated.
- Healthcare Support SCQF Level 6 - up to 2 starts allocated;
- Healthcare Support SCQF Level 7 with NHS Lanarkshire - up to 24 apprentices
- Care Services Leadership and Management SCQF Level 10 – up to 6 starts.

5.1.4 The College is awaiting confirmation from Inspire Scotland who have indicated the need for Social Services Childcare & Young People Modern Apprenticeships, but no starts have been indicated at this time.

5.2 Foundation Apprenticeships

5.2.1 This academic session, all courses being delivered are within the FA Consortium Agreement with the Local Authority and will provide a baseline income of approximately £250,000. There are no credit bearing Foundation Apprenticeship programmes for academic session 2025/2026. The College continues to maintain strong links with South Lanarkshire Council and local employers to provide work experience for students.

5.2.2 The College has no concerns over its ability to maximise this contract by end of March 2026.

5.3 CLIC Innovation Centre for Sustainable Development (CSD) funded by Innovate UK Further Education Innovation Fund

5.3.1 The College recently submitted its claim for the second period of funding from Oct – Dec 2025 of £76,477, bringing the total Phase 2 claim to £130,458. Claims continue to be monitored and verified by UKRI across 2025-26 to ensure compliance with the terms and conditions of grant.

5.3.2 The last phase of the grant funding spans from Jan – Mar 2026. The College has no concerns over its ability to maximise the total grant funding available of £197k. The majority of the residual £66k claim will be maximised via the Innovation Hub component of internally allocated funding. As noted previously, and in keeping with the theme of the 'Entrepreneurial Campus', the College launched the CLIC-Innovators Challenge Grant 2025/26, providing a £40k fund to support staff in developing mini-innovation projects across the College. This resulted in 6-7 viable projects that are now being progressed.

5.4 Sector Based Work Academies

5.4.1 In conjunction with South Lanarkshire Council, the College is running two six-week training programmes designed to help job seekers gain skills and find employment in construction and customer service industries across January – June 2026. This amounts to £31,363 in respect of planned construction starts and £12,690 in respect of planned customer service starts.

5.5 Heat Pump Training – Energy Savings Trust

- 5.5.1 The College is running two separate Heat Pump Training courses in Spring 2026 that are partially funded by Energy Savings Trust. The College stands to realise £8,400 from an Orkney training course (w/c 23 Feb 2026) and £8,400 in respect of a Lochgoilhead training course (w/c 9 Mar 2026). These remotely run courses enable rural locations to access much needed training to enhance green skills across Scotland.

6 RESOURCE IMPLICATIONS

- 6.1 The College recognises that the restructure effective 1 August 2025 is still ongoing for the Business Innovation Team and may be subject to change once a Head of Business Innovation is appointed. However, in any case, the College anticipates that many staff in the team will require specific and bespoke training for their individual roles to expand existing skill sets and deliver a larger pipeline of activity across the year.

7 EQUALITIES

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

8 RISK AND ASSURANCE

- 8.1 The main risks in failing to resource the Business Innovation team sufficiently and prepare a pipeline of activity relate to:
- 8.1.1 A potential lack of alignment to strategic aims through insufficient planning of activity;
 - 8.1.2 Lack of competitive advantage against other Colleges in the sector that already have well established Business innovation teams;
 - 8.1.3 Loss of potential income sources because of poor execution of projects and insufficient documentation of processes to mitigate against risks;
 - 8.1.4 Going concern due to poor financial management and inability to diversify income; and
 - 8.1.5 Reputational damage from failing to deliver programmes to key stakeholders due to insufficient resourcing.

9 RECOMMENDATIONS

- 9.1 The Committee is asked to:
- 9.1.1 Note and approve proposed initial pipeline of activity; noting that further work is ongoing to identify and increase activity across the year.

FINANCE & RESOURCES COMMITTEE

DATE	24 February 2026
TITLE OF REPORT	Scottish Draft Budget Announcement for College Sector 2026/27
REFERENCE	07.1
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal Finance, Resources and Sustainability Elaine.McKechnie@slc.ac.uk
PURPOSE:	To update the Committee on the draft budget announcement for 2026/27
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: <ul style="list-style-type: none"> • Note the Scottish Draft Budget Announcement for the College Sector for 2026/27; and • Note the likelihood for a circa 3% revenue funding increase for colleges with caveat that not all Colleges will receive the same percentage funding change.
EQUALITIES	There are no adverse implications for equalities identified within the attached report.
RISK	<ul style="list-style-type: none"> • That the College does not have financial sustainability because of insufficient funding and is no longer able to operate as a going concern;
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Student Experience • People and Culture Development • Innovation and Growth • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The report sets out the Scottish Draft Budget announcement for the College Sector for 2026/27. • Scotland's colleges will see a combined increase of £70 million in resource and capital funding, equivalent to a 10% cent uplift on last year's budget. • The total Net Zero and Energy budget has decreased. As part of this reduction, funding for measures supporting Energy Efficiency and Decarbonisation have been transferred into the Housing Directorate. • The College is currently under the impression that the increase in core revenue funding will

	<p>equate to circa 3% but remains mindful of the fact that not all colleges will see the same percentage funding change.</p>
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1 INTRODUCTION

1.1 The purpose of this paper is to provide an overview of the Scottish Draft Budget Announcements for the College Sector for 2026/27, and the likely impact of the announcement for the College.

2 GOVERNMENT SPENDING ON COLLEGES

2.1 The summary prepared by Colleges Scotland in relation to the Draft Budget 2026/27 on Tuesday 13 January 2026 sets out the following key points:

- 2.1.1 Scotland's colleges will see a combined increase of £70 million in resource and capital funding, equivalent to a 10% cent uplift on last year's budget.
- 2.1.2 The Scottish Government has committed to continuing to work closely with both colleges and universities as they design and deliver the vital reforms needed to meet learner and business needs now and well into the future.
- 2.1.3 This is an opportunity for the sector to demonstrate how it can come together to help people all across Scotland to fulfil their potential and ensure that Scotland's workforce needs are met.
- 2.1.4 In support of tackling Child Poverty and as part of the Scottish Government's Whole Family Support agenda, colleges will receive access to a projected £8 million of funding to deliver new or expanded initiatives to help adult learners get the skills and qualifications needed to secure new employment opportunities.
- 2.1.5 The Budget will provide funding to partners to enable delivery of 25,000 Modern Apprenticeships, 5,000 Foundation Apprenticeships and at least 1,200 Graduate Apprenticeships in 2026-27
- 2.1.6 The Scottish Government will provide a combined increase in resource and capital funding into Scotland's universities of over £55 million, equivalent to a 5% uplift on last year's budget.
- 2.1.7 Net College Capital funding available for capital maintenance has increased to £43.8m from £34.5m. Final details of allocations to institutions, and whether additional funding has been provided to mitigate the impact of Reinforced Autoclaved Aerated Concrete (RAAC), will be subject to further discussions between Scottish Government and the SFC
- 2.1.8 The total Net Zero and Energy budget has decreased to £446.1m from £899.6m last year, marking a decrease of £453.5m. As part of this reduction, funding for measures supporting Energy Efficiency and Decarbonisation have been transferred into the Housing Directorate.

2.2 The full report can be found here: [College Scotland: Scottish Draft Budget Announcements 2026/27](#)

3 COLLEGE SECTOR IMPACT: SCOTTISH FUNDING COUNCIL (SFC) ANALYSIS

3.1 While not yet confirmed, the SFC is working through the conversion of the Financial Year (FY) budget to the Academic Year (AY), therefore the budget available for allocations may differ from the published FY budgets. To note:

- 3.1.1 The SFC is of the view that the uplift to the resource budget gives the headroom to make a significant increase to the teaching funding budget but need to consider the balance with transformation support.
- 3.1.2 The SFC is planning based on all colleges receiving an increase in funding albeit not all colleges will receive the same percentage funding increase.
- 3.1.3 The SFC is not planning any movement of credits at this stage but would like to discuss this further with the sector as part of a wider review.
- 3.1.4 The SFC looking to embed in the teaching funding other elements that were allocated in AY 2025-25 (e.g. pay support, pensions, national insurance).
- 3.1.5 The SFC is looking to unwind the mitigations associated with the changes to the allocation model introduced in AY 2025-26 but will be mindful of scale of change. For the College, this would be in the region of £100k.
- 3.1.6 SFC has also stated that it will focus the increase in capital funding on high priority needs.

3.2 From subsequent cross-sector discussions, the College is under the impression that the increase in revenue funding alone could equate to circa 3%, which would amount to circa £400,000 for the College. This is significantly less than the 10% increase in resource and revenue funding announced; once all components of funding are identified and taken into account. The College also remains mindful that not all colleges will receive the same percentage funding change.

4 NEXT STEPS

4.1 The budget announcement is an on-going process, and all decisions must go through the SFC's governance process which is as follows:

- 4.1.1 29 January Finance Committee meet to consider the broad approach
- 4.1.2 12 February Board meeting to consider Finance Committee recommendations
- 4.1.3 26 February Finance Committee to consider indicative allocations
- 4.1.4 19 March Board to approve indicative allocations
- 4.1.5 26 March (TBC) publication of indicative allocations

4.2 Final budget allocations will follow in early May 2026. The Committee will be updated on the final budget for 2026/27 at the next Committee cycle.

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

6.1 That the College does not have financial sustainability because of insufficient funding and is no longer able to operate as a going concern.

7 RECOMMENDATIONS

7.1 The Committee is recommended to

7.1.1 Note the Scottish Draft Budget Announcement for the College Sector for 2026/27; and

7.1.2 Note the likelihood for a circa 3% revenue funding increase for colleges with caveat that not all Colleges will receive the same percentage funding change.

Scottish Draft Budget 2026/27 Analysis – January 2026

The Scottish Government published its [Draft Budget 2026/27](#) on Tuesday 13 January 2026. The Draft Budget will not be finalised until it has gone through the Scottish Parliament's legislative process.

Government Spending on Colleges

- The Scottish Government will **increase revenue funding** for the college sector, with the Draft Budget for 2026/27 provisionally confirmed as **£721.1m**. This represents an increase of **£61.4m** against the final Budget funding for 2025/26 of **£659.7m**, equivalent to **9.3%**. This includes the additional £3.5m secured for the Offshore Wind Skills Programme and Care Skills Partnership initiative in the 2025/26 Draft Budget negotiations.
- The Scottish Government has **increased** current levels of **funding for capital maintenance** for the college sector with the Draft Budget for 2026/27 provisionally confirmed as **£43.8m** (this excludes funding for major capital projects. This represents **an increase of £8.2m, or equivalent to 24%**, against 2025/26.
- Separately, the Scottish Government has **increased** the level of College Public Private Partnerships Expenditure from **£31.6m** for the final budget in 2025/26 to **£32.6m** in the draft budget for 2026/27.

Key points to note in the Draft Budget include:

- Scotland's colleges will see a combined increase of £70 million in resource and capital funding, equivalent to a 10% cent uplift on last year's budget.
- The Scottish Government has committed to continuing to work closely with both colleges and universities as they design and deliver the vital reforms needed to meet learner and business needs now and well into the future.
- In doing so the Scottish Government has advised that this is an opportunity for the sector to demonstrate how it can come together to help people all across Scotland to fulfil their potential and ensure that Scotland's workforce needs are met.
- In support of tackling Child Poverty and as part of the Scottish Government's Whole Family Support agenda, colleges will receive access to a projected £8 million of funding to deliver new or expanded initiatives to help adult learners get the skills and qualifications needed to secure new employment opportunities.
- The Budget will provide funding to partners to enable delivery of 25,000 Modern Apprenticeships, 5,000 Foundation Apprenticeships and at least 1,200 Graduate Apprenticeships in 2026-27.
- The Scottish Government will provide a combined increase in resource and capital funding into Scotland's universities of over £55 million, equivalent to a 5% uplift on last year's budget.

Education and Skills Portfolio Context:

- The Lifelong Learning and Skills Budget has increased from £255.2m for 2025/2026 to £256.4m for 2026/27.
- The Scottish Government has increased the Education Reform Budget from £84.8m in 2025/26 to £90.2m in 2026/27.
- The Scottish Government has advised that continued investment in apprenticeships, careers advice, Developing the Young Workforce and adult learning will strengthen pathways into and through employment, supporting economic outcomes, helping parents and carers to sustain and progress in work, and help tackle child poverty.

- The Scottish Government has advised that the budget will support sustainability and reform, protect free tuition for university provision, advance widening access and support learners to progress into and through work, helping address poverty and cost of living pressures.

Capital

- Net College Capital funding available for capital maintenance has increased to £43.8m from £34.5m. Final details of allocations to institutions, and whether additional funding has been provided to mitigate the impact of Reinforced Autoclaved Aerated Concrete (RAAC), will be subject to further discussions between Scottish Government and the SFC.
- The Finance Secretary in her remarks advised that it will be for the Scottish Funding Council, supported by the Scottish Futures Trust, to work with the college sector to develop a comprehensive College Infrastructure Investment Plan.

Net-Zero, Energy and Transport

- The total Net Zero and Energy budget has decreased to £446.1m from £899.6m last year, marking a decrease of £453.5m. As part of this reduction, funding for measures supporting Energy Efficiency and Decarbonisation have been transferred into the Housing Directorate.
- Spending plans for the Offshore Wind Supply Chain have been reduced from £162.5m in 2025/26 to £110.2m in 2026/27.

Colleges Scotland
January 2026

FINANCE AND RESOURCES COMMITTEE

DATE	24 February 2026
TITLE OF REPORT	Procurement Strategy 2025-26
REFERENCE	07.2
AUTHOR AND CONTACT DETAILS	Sue Hampshire, Procurement Manager Sue.hampshire@slc.ac.u .
PURPOSE:	To update the Committee on the Procurement Strategy 2025-26 edit that was made following its review in December 2025.
KEY RECOMMENDATIONS/ DECISIONS:	The Committee is recommended to: <ul style="list-style-type: none"> • Review contents of the Strategy; and • note the correction of page 9 of the report, aligning the College's strategic objectives to the underlying procurement objectives.
RISK	The main risks are: <ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The Strategy was accepted by the Committee in December 2025 however an inconsistency was noted in respect of the alignment of the College's strategic objectives with the underlying procurement objectives. • The diagram on page 9 of the strategy has been amended to better reflect the alignment.



PROCUREMENT STRATEGY

All College policies and procedures adhere to the guidelines and ethos of Equality and Diversity.

Original Version Dated:	August 2018	
Previous Version Dated:	April 2024	
Current Version	April 2025	
Equality Impact Assessment Date:		
Owner:	Head of Finance	
Changes Made:		
Approved by:	Finance Committee	
Next Review Date:	April 2026	

Contents

Procurement Strategy	3
Formation and Approval of our Procurement Strategy	5
1. Context.....	6
2. Spend Report	6
3. Procurement Mission.....	7
4. Procurement Policy.....	7
5. Strategic Procurement Objectives	7
6. Ensuring compliance with general duties and specific measures of the Procurement Reform (Scotland) Act 2014	10
7. Annual Report	17
8. Procurement Action Plan	18
ANNEX A – Process Flow	19
ANNEX B – Linked Policies/Related Documents	20
Appendix 1 – Procurement Action Plan (Attachment)	

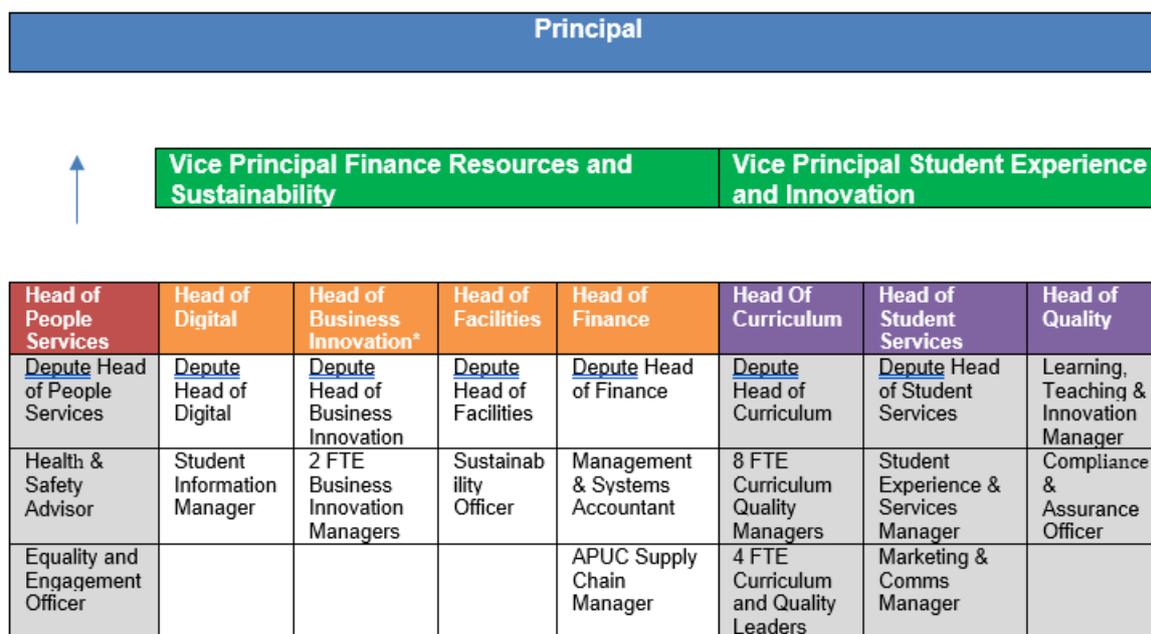
This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014 and other relevant legislation. It is aligned with the College’s and the Scottish Funding Council’s Outcomes Framework as detailed in our Scottish National Outcomes and South Lanarkshire College’s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

Background

South Lanarkshire College organisation chart is as follows.



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 our 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

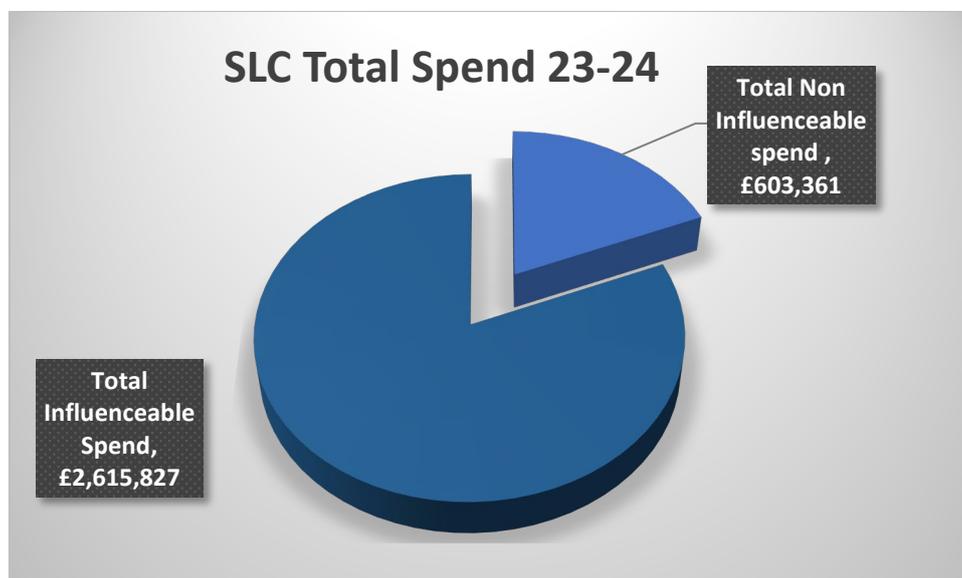
This Procurement Strategy provides the framework within which the procurement activities of the College can develop and help support our Strategic Priorities and Objectives which are 3 fundamental procurement processes: Strategic Sourcing, Supplier Management and Contract Management. It can also be understood 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 £3.2m (2023-24) made up of approximately £2.6m influenceable spend and £0.6m non-influenceable spend.



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

Our annual influenceable procurement spend of approximately £2.6m comprises of £1,773,867 of regulated spend (above threshold) and £841,960 of unregulated spend (below threshold).

This Strategy recognises that our 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:

- We understand and respond to internal and external stakeholders' business needs and challenges and constantly changing market conditions;
- We will seek, establish and maintain supplier relationships to enhance the service we provide whilst obtaining best value for money and value added services;
- We 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;
- We will take a lead role on strategic procurement initiatives;
- We will always remain open and act in a transparent and proportionate manner in all of our procurement activities; and
- We will conduct all regulated procurements in line with the College's Procurement Policy.

4. Procurement Policy

Our 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

Our strategic procurement objectives form the core of our 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:

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)

1

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.

2

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.

3

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.

4

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.

STRATEGIC PROCUREMENT
OBJECTIVES

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 our 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
<p>Contribute to the carrying out our function and the achievement of our purposes</p>	<p>The College will analyse its non-pay expenditure to identify ‘Regulated Procurements’ in line with the Scottish Government Procurement Journey as follows:</p> <p>Regulated Procurements – Route 3</p> <p>Goods and Services > £179,087 ex vat Works > £4,477,174 ex vat and;</p> <p>Regulated Procurements – Route 2</p> <p>Goods and Services between £50,000 and £179,087 ex vat Works between £2,000,000 and £4,477,174 ex vat</p> <p>These thresholds apply to the College as an “other public sector contracting authority”.</p> <p>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.</p> <p>A two year forward contract plan will be published annually providing structured and efficient contract planning across the College.</p> <p>The College will review the online ordering system, Pecos, with a view to maximising its use.</p> <p>The College will consider where appropriate the effective use of contract and supplier management to monitor and further improve the regulated procurement outcomes.</p>

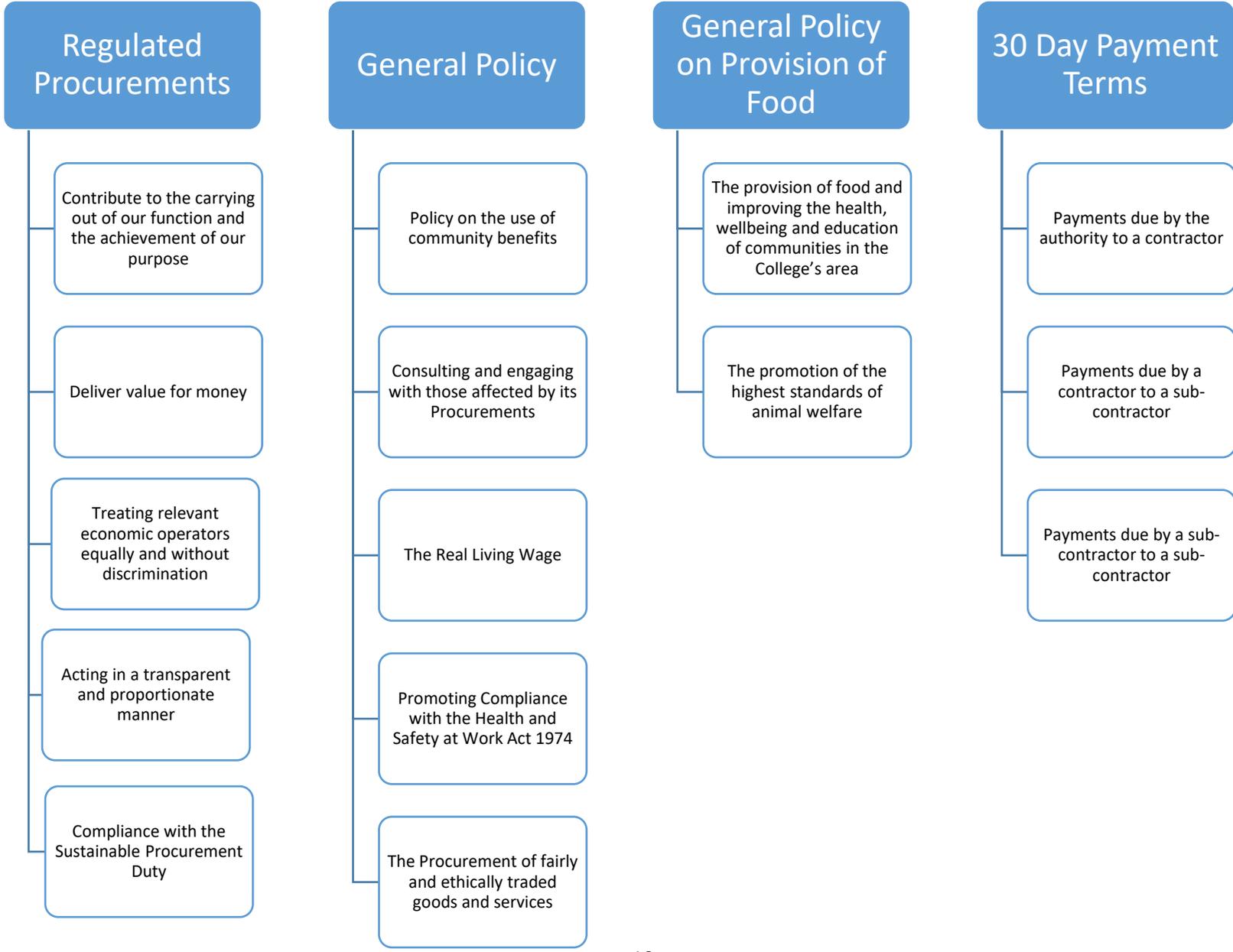
<p>Deliver value for money</p>	<p>Value for money as defined by the Scottish Model of Procurement is not about cost and quality, but about the best balance of cost, quality and sustainability.</p> <p>The College through its Procurement Policy and Procedures will seek to consistently apply the above principles 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.</p> <p>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.</p> <p>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.</p>
<p>Treating relevant economic operators equally and without discrimination</p>	<p>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.</p> <p>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.</p>
<p>Acting in a transparent and proportionate manner.</p>	<p>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.</p> <p>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.</p> <p>Through the Annual Procurement Report, we shall publish a two year forward contract plan and by publishing a contracts register, these</p>

	<p>shall highlight contracts that local suppliers may be interested in bidding for.</p>
<p>The Sustainable Procurement Duty</p>	<p>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.</p> <p>The College has a Climate Change Emergency Action Plan (CEEAP) 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).</p> <p>The CEEAP covers the following:</p> <ul style="list-style-type: none"> - 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. <p>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</p>

	<p>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.</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> - 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. <p>The College shall use the APUC Hunter System to record benefits resulting from implementation of these processes and include in the Annual Procurement Report.</p> <p>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.</p>
<p>Policy on the use of community benefits</p>	<p>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:</p> <ul style="list-style-type: none"> - 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.

	<p>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.</p> <p>Where possible and proportionate, such clauses are considered in procurements below £4m.</p>
<p>Consulting and engaging with those affected by its procurement</p>	<p>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.</p> <p>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.</p>
<p>The Living Wage</p>	<p>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.</p>
<p>Promoting compliance with the Health and Safety at Work Act 1974</p>	<p>The College is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health & Safety legislation.</p> <p>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.</p>
<p>The procurement of fairly and ethically traded goods and services</p>	<p>The College supports the sourcing of goods that are fairly and ethically traded.</p> <p>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.</p>

<p>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</p>	<p>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.</p> <p>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.</p> <p>The College will work towards utilising TUCO Agreements for our requirements for food and 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.</p>
<p>Payment terms</p>	<p>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.</p> <p>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.</p>



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 our 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

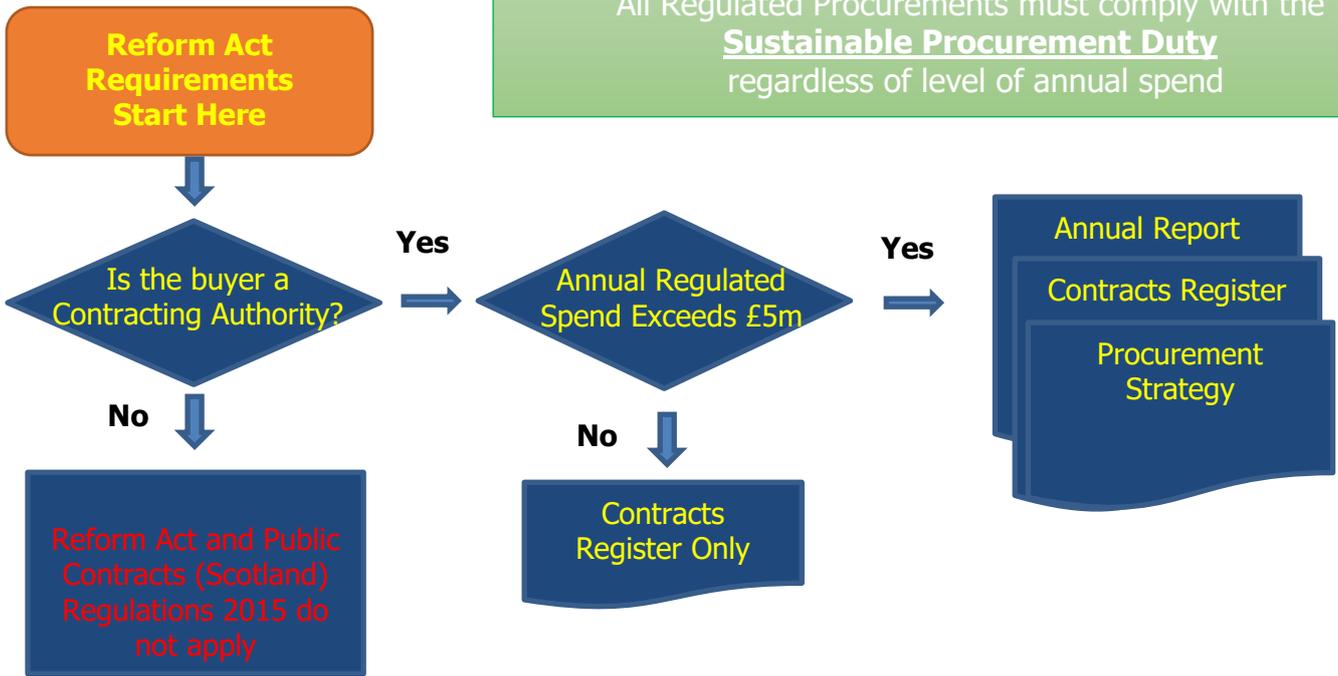
- 8.1 The Procurement Action Plan (attached as Appendix 1) consists of a number of specific actions and commitments in relation to each of the strategic objectives and their desired outcomes these are also cross referenced to the relevant section of the Operational Procurement Review (OPR).

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

All Regulated Procurements must comply with the **Sustainable Procurement Duty** regardless of level of annual spend



The College must comply with operational requirements below regarding procurement regulations

Operational Requirements Start Here

Goods or Services (ex vat)

Works (ex vat)

More than £179,087k	Between £50k - £179,087k	Less than £50k
Regulated Procurement (Route 3) Consider community benefits (mandatory over £5m)	Regulated Procurement (Route 2) Reform Act Applies	3 Quotations – align process to internal thresholds (Route 1)

More than £4.4m	Between £2m - £4.4m	Less than £2m
Regulated Procurement (Route 3) Consider community benefits (mandatory over £5m)	Regulated Procurement (Route 2) Reform Act Applies	3 Quotations – align process to internal thresholds (Route 1)

World Trade Organisation (WTO) Agreement on Government Procurement Agreement (GPA) applies. The principles are non-discrimination, transparency and procedural fairness.

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 \(World Trade Organisation\)](#)

Date: 26th January 2026

Francesca Osowska OBE FRSE
Chief Executive
Scottish Funding Council

Principal and Chief Executive
Stella McManus
MA, DIP TESOL, BA (HONS)

Dear Ms Osowska

Re: Investment Restrictions and the Need for Sector Support

Following on from a recent round of Committee meetings at South Lanarkshire College, the Board of Management has requested that I write to raise these concerns, which are also shared more widely across the college sector, regarding current restrictions on investment as prescribed in the Scottish Public Finance Manual. Respectfully, the College requests that the Scottish Funding Council considers supporting the sector in navigating these pressures through a dialogue with the Scottish Government.

With Scottish colleges operating under extreme and worsening financial constraints and recent analyses from both the Scottish Funding Council and Audit Scotland, a significant proportion of colleges are not financially sustainable within the current funding arrangements, with several facing the risk of insolvency without urgent intervention. The SFC's own reports identify increasing staff costs, flat cash settlements, rising energy and infrastructure pressures, and the requirement to invest in net zero commitments as major risks to sector viability. Audit Scotland's findings further underscore the impact of real-terms funding reductions and the strain placed on core operations, estates maintenance, and workforce capacity. However, given the recent budget settlement those pressures have been slightly alleviated.

Under these conditions, the restrictions on capital investment (and borrowing) can limit colleges' ability to respond strategically, whether by modernising estates, improving energy efficiency, addressing RAAC-related risks, or investing in curriculum innovation to meet regional and national skills priorities. These limitations are increasingly incompatible with the scale of transformation expected of the sector, particularly as colleges are required to maintain high-quality provision, support economic growth and contribute to Scotland's transition to net zero.

While I appreciate that restrictions are in place to protect levels of indirect Government borrowing from growing exponentially, for South Lanarkshire College, simply being able to access greater interest-bearing treasury reserve accounts would be a significant step forward in helping to grow interest income as part of the College's income diversification strategy. Investment would of course be targeted in a low-risk capacity and in line with the Board's risk appetite, enabling short-term deposits to temporarily enhance cashflow across the academic year when there is some allowance to do.

South Lanarkshire College

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Partnership for Growth

 SQA Approved
Centre

 Scottish Funding Council
Comhairle Mairiachaidh na h-Alba

Given the SFC's statutory role in ensuring the sustainability and viability of the institutions it funds, we respectfully request consideration of greater flexibility in Investment Frameworks with appropriate governance and risk controls to enable diversification of income. I am aware that this request would of course require a coordinated approach, developed jointly with colleges. The Scottish Funding Council's partnership with colleges is more important than ever, and we would welcome the opportunity to discuss how the sector and SFC can work together to create opportunity for short term investments.

Thank you for your consideration.

Yours sincerely



Stella McManus
Principal and Chief Executive