BOARD OF MANAGEMENT			
There will be a meeting of the Board of Management on 22 September 2026 at 1730 hours via Microsoft Teams or in the Boardroom at South Lanarkshire College			
AGENDA			
Agenda Item	**Item**	**Paper (Link or No)**	**Owner**
1	**Apologies for Absence**	N	VA
2	**Declaration of any potential Conflicts of Interest in relation to any Agenda items**	N	All
3	**Minutes of Previous Meetings (16 June 2026)** Minutes of Board of Management	03	DM
4	**Matters Arising from the Previous Meeting (16 June 2026)**	N	DM
	Matters for Approval		
5	Annual Complaints Report – Considered by ARC and LTSE	05.0 05.1	VA
6	Draft Board Self Evaluation and Development Plan – Considered by ARC	06.0 06.1	VA
7	Student Association Constitution, Schedule and Appendices – Considered by LTSE	07a 07b 07c 07d	HMu/KT
8	Accounting Policies for Financial Statements 2025-26 – Considered by FRC	08.0	EMcK
9	SFC Financial Forecast Return (FFR) – Considered by FRC	09.0	EMcK
10	Actuarial Assumptions for Financial Statements 2025-26	10.0 10.1	EMcK
11	Zero Waste to Landfill Approach – Considered by FRC	11.0 11.1	OO
12	Health and Safety Policy – Considered by PAC	12	GMcI
	Matters for Discussion		
13	Students' Association Report – Considered by LTSE	13 13.1	HMu/KT
14	Student Satisfaction and Engagement Survey	14	SP
15	Chair's Update	15	DM
16	Principal's Update	16	SMcM
	Matters for Noting / Information (No overviews required – questions invited)		
17	Risk Register Update – Considered by ARC 17.1 Commentary on SLC Strategic Risk Register 17.2 Strategic Risk Register	17.0 17.1 17.2	EMcK
18	Reserved Item: Commercially Sensitive Key Performance Indicators and Strategic Dashboard Update	18 18.1	SMcM
19	Governance Rolling Review – Considered by ARC	19 19.1	VA
20	Board Approvals Paper July – August 2026	20	VA

21	EIS-FELA Verbal Update	N	SG
22	Audit Scotland 2026 Report	22	EMcK
	Committee Updates		
23	Reports by Chairs of Committees 23.1 Audit and Risk (ARC) 23.2 Learning, Teaching and Student Experience (LTSE) 23.3 Finance and Resources (FRC) 23.4 People and Culture (PAC)	 23.1 23.2 23.3 23.4	 PS JG HA DM
	Summation of Actions and Date of Next Meeting: 17 Nov 2026 – Board Training Day 08 Dec 2026 - Meeting and Lunch	N	VA
	Any Other Business		All

Key

Board Members		
CS	Chris Sumner	Executive Board Member and Support Staff Representative
DMorr	**Douglas Morrison**	**Chair – Board of Management**
DMorw	Doug Morwood	Non-Executive Board Member
HA	Heather Anderson	Vice Chair – Board of Management & Chair – People and Culture Committee (PAC)
HMe	Heather Meighan	Non-Executive Board Member
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OA	Odira Atueyi	Non-Executive Board Member
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SG	Scott Gray	TU (Lecturing) Representative
SMcM	Stella McManus	Principal and Chief Executive
VA	Vari Anderson	Governance Professional
Invited Members / Invitees		
EMcK	Elaine McKechnie	Vice Principal – Finance Resources and Sustainability

GMcI	Gary McIntosh	Head of People Services
KN	Kerry Nelson	Audit Scotland
SP	Shona Pettigrew	Vice Principal - Student Experience and Innovation
WMacL	Wilma MacLeod	Head of Curriculum
DA	David Archibald	Henderson Loggie

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DA	David Archibald	Henderson Loggie

BOARD OF MANAGEMENT

Draft Minutes 16 June 2026

Board of Management Meeting on 16 June 2026 at 1730 hours via Microsoft Teams and in the Boardroom at South Lanarkshire College

Present	**In Attendance**
Chris Sumner **Douglas Morrison (Chair)** Heather Anderson (online) Jack Whyte Jacqueline Morrison John Brown Kirsty Pinnell Odira Atueyi (online) 1735 Peter Sweeney Scott Gray Stella McManus Tarryn Robertson	Elaine McKechnie Shona Pettigrew Richard Sinclair Omatsola Oke (until 17:40)

Vari Anderson (Governance Professional)
Christine Clark (Executive and Governance Administrator)

Minutes

Agenda Item	Item
	The Chair welcomed Richard Sinclair (newly appointed Academic Board Member) to the meeting. The Chair noted that this would be the final Board meeting for Tarryn Robertson, Catriona Blacker, and Jack Whyte as their tenures come to an end and thanked them for their input.
1	**Apologies for Absence** Anna Stoll, Heather Meighan, Jo Gill, Laura Wright, Scott Coutts Catriona Blacker and Doug Morwood were noted as absent.
2	**Declaration of any potential Conflicts of Interest in relation to any Agenda items** None noted.
3	**Minutes of Previous Meetings – 17 March 2026** **Approved** as an accurate record.
4	**Matters Arising from the Previous Meeting (17 March 2026)**

	• Follow Up Item - VA and DM to write to Unison regarding appointment of Support Staff TU Representative. **Completed.** DM met with Janet Stewart at the beginning of June 2026 to discuss matters. • Item 7&8 – Board Development Day to focus on business growth and networking opportunities. **Completed.** Board Income and Diversification Day scheduled for Friday 26 June 2026. • Item 15 – Future of the College Sector to be considered at Committee level. **Update** provided within Principal's Update (Item 14 on agenda). • Item 16 – VA to request Board links to industry and approves the Heads of Terms and notes the Boards support to further explore the East Kilbride Town Hall proposal. **Completed** however VA will re-circulate due to low response rate. The Chair noted Agenda Item 16 will be presented by EMcK in PF's absence and Agenda Item 11 will be brought forward to allow OO to present the paper and leave the meeting.
	Matters for Approval
5	**Business Continuity Management (BCM) Policy – Remitted from ARC** The Board noted and discussed the Policy noting its remittance from the Audit and Risk Committee. Discussion included the highlighted flow diagram on page 7, key stakeholders in pages 4 and 5, and procurement information contained in page 11 following the recent Henderson Loggie audit. The Committee discussed organisational resilience and the need for the Senior Leadership Team (SLT) to consider the next steps. Members were advised that operational plans underpin the strategy, informed by departmental Business Impact Assessments (BIAs). It was suggested that the Audit and Risk Committee (ARC) could provide oversight of these plans to ensure consistency and robustness across the College. The Committee also noted the recent business continuity exercise undertaken by the SLT. ACTION: Within page 11, '*Real Life Incidents – Procurement'* reference to be made to the Procurement Policy and Strategy. Noting that the ARC will have oversight of BIAs. **Approved –** subject to minor amendment.
6	Reserved Item: Commercially Sensitive in Draft Form **Draft Budget 2026-27 (including Final Funding Allocation analysis) –** Remitted from ARC The Board considered, discussed and **approved** the paper, the details of which could not be published due to being commercially sensitive. ACTION: Within section 5.5.1 '*Other Income'* – income amount to be checked and updated.
7	Reserved Item: Commercially Sensitive in Draft Form **Draft Mid-Year Return (MYR) to Scottish Funding Council** – Remitted from FRC

	The Board considered and **approved** the paper. The details could not be published due to being commercially sensitive.
8	**Procurement Policy and Procedure Review – Feb 2026** – Remitted from FRC The Board considered, discussed and **approved** the paper following amendments to previous versions as remitted by the Finance and Resources Committee (FRC). It was noted that the FRC requested consideration be given to recognising other procurement frameworks similar to Public Contract Scotland within the Policy however APUC said this would not be possible to add. The Board asked the Senior Leadership Team to review the procedures currently in place for tracking perishable items and other materials. In addition, in light of recent staffing changes, the Board recommended removing post-holder names from the policy and retaining job titles only, to avoid the need for further amendments when roles change. ACTION: SLT to review procedures currently in place for tracking perishable items and other materials. Post holder staff names to be removed, noting job titles only.
9	**Procurement Strategy** – Remitted from FRC The Board acknowledged and **approved** the Strategy noting its alignment with College Strategy 2030 and SFC OF&AM. The Board were advised that following consideration at the Finance and Resources Committee, the Committee requested references to SQA be updated to Qualifications Scotland. Further, in relation to influenceable spend, it was highlighted that Qualifications Scotland are not the only awarding body and requested this matter be referred to APUC for consideration. The Board noted the response from APUC and suggested consideration be given to how the College might support and promote modernisation of APUC. ACTION: The Board and Executive Team to consider how the College might support and promote the modernisation of the APUC.
10	**Estates and Infrastructure Approach** – Remitted from FRC The Board **approved** the Approach, acknowledging the alignment to the Guidance of Effective Management of Space (GEMS) and the sensible approach of a pause period to collate KPIs behind this approach and clarity from working groups.
11	**Environmental Sustainability Policy** – Remitted from FRC The Board **approved** the policy, acknowledging the circular economy chart updates. ACTION: Amend formatting of diagram on the back page.
	Matters for Discussion
12	**Student Association Report –** Considered by LTSE

	The Board noted the ongoing improved design of the Report and commended the contributions of CB and JW. The Board noted the Student Engagement Manager is now in post.
13	**Chair's Update** The Board noted the terms of the update, acknowledging the appreciation of Tarryn, Catriona and Jack for their contributions during their tenure on the Board which included an important period of change for the college. Welcome extended to Richard Sinclair to the Board of Management who will replace Tarryn Robertson as the academic staff member in August. Thanks were conveyed to Heather Anderson for covering as Interim Chair to the Finance and Resources Committee during Laura Wright's maternity leave. Jamie McCrindle was also welcomed as co-opted member to the Finance and Resources Committee (FRC), although was not in attendance at the meeting. Thanks were extended to all for participation over the year and one-to-one dialogue with Scott Coutts appreciated. The Chair noted involvement in Colleges of the Future event which will allow SLC to contribute to the transformation strategy, and the Board are asked to support articulation of what SLC believe their contribution should be and how SLC should thrive as opposed to sitting back during the transformation period. The Board were provided with a verbal update on the Chair's meeting with Janet Stewart (Unison) regarding the appointment of a support staff member. It was noted that there is a dispute regarding the election process which is being considered by the Good Governance Steering Group later in the week. ACTION: Board members to help articulate our evolvement of the College sector.
14	**Principal's Update** The Board noted the terms of the report and feedback was requested in respect of section 2.6 in respect of *College Sector of the Future.* Collaboration work continues with South Lanarkshire Council and East Kilbride Town Hall options are being reviewed taking into account financial restrictions. Further update will be provided around Glasgow City Regions (GCR) workstreams. It is disappointing to note the number of young people classified as NEET (Not in Education, Employment or Training), and that further action need to be taken by the wider sector and agencies. The Board were advised that the CECA graduation took place week commencing 8 June 2026. Level of students dropped from 19 to 10. Guidance and career support work is underway by the VP Student Experience and Innovation.

	Discussion around credits (teaching hours) with funding attached and no further monies available to colleges to allow more credits/teaching. Similar set up noted around apprenticeships and capping within universities over the last decade. ACTION: Board members to forward any thoughts to Vari Anderson around Colleges of the Future.
15	Reserved Item: Commercially Sensitive **Scottish Funding Council Confirmed Performance Indicators 2024-25** The Board considered the paper, noting the increased data, work currently underway and scheduled for the summer period. Updates will follow at future LTSE committee meetings. The details could not be published due to being commercially sensitive. ACTION: Consideration for Board members to be involved with industry engagement.
	Matters for Noting / Information (No overviews required – questions invited)
16 16.1 16.2	**Risk Register Update** – Considered by ARC Commentary on SLC Strategic Risk Register Strategic Risk Register The Board noted the risk registers following remittance from the Audit and Risk Committee.
17	Reserved Item: Commercially Sensitive **Key Performance Indicators and Strategic Dashboard Update** The Board noted the collated information, details of which cannot be published as commercially sensitive.
18	**Governance Rolling Review** – Considered by ARC The Board noted the dynamic document and were advised that the review will be refreshed for the next academic period due to a few actions being no longer relevant
19	**Board Approvals Paper** – April -June 2026 The Board noted the paper with no questions raised.
20	**EIS-FELA Verbal Update** The Board noted the pension matter is nearing conclusion with a branch meeting taking place on Monday 22 June 2026. The Pay Award is going to ballot (EIS members) with a recommendation to accept the suggested 3year deal. Positive changes are acknowledged between Colleges Scotland and EIS.

	Committee Updates
21	Reports by Chairs of Committees
21.1	Audit and Risk (ARC)
21.2	Learning, Teaching and Student Experience (LTSE)
21.3	Finance and Resources (FRC)
21.4	People and Culture (PAC)
	The Chairs/Acting Chairs provided the Board with brief overviews.
25	**Summation of Actions and Date of Next Meeting (22 Sept 2026)** **<u>Approvals</u>** • Item 5 – Business Continuity Management Policy, subject to amendment. • Item 6 - Draft Budget 2026/27 (including Final Funding Allocation analysis), subject to 'Other Income' within section 5.5.1 being checked and amended (£656k noted as being lower than £655k). • Item 7 – Draft Mid-Year Return to Scottish Funding Council. • Item 8 – Procurement Policy and Procedure Review. • Item 9 – Procurement Strategy. • Item 10 – Estates and Infrastructure Approach. • Item 11 – Environmental Sustainability Policy. **<u>Actions</u>** • Item 5 – BCM Policy – Within page 11, '*Real Life Incidents – Procurement'* reference to be made to the Procurement Policy and Strategy. Noting that the ARC will have oversight of BIAs. • Item 6 – Draft Budget 2026/27 – 'Other Income' (Section 5.5.1) to be corrected. • Item 8 – Procurement Policy and Procedure Review – SLT to review procedures currently in place for tracking perishable items and other materials. Post holder staff names to be removed, noting job titles only. • Item 9 - Procurement Strategy – Consider how the college might support and promote the modernisation of APUC. • Item 11 – Environmental Sustainability Policy – amend formatting of diagram (on back page). • Item 13 – Chair's Update – Board to help articulate our evolvement of the College sector. • Item 14 – Principal's Update – Board members to send any thoughts on *Colleges of the Future* questions within the paper, onto VA. • Item 15 – Scottish Funding Council Confirmed Performance Indicators 2024/25 – Consideration for Board being involved in industry engagement.
26	**Any Other Business** JW expressed his sincere thanks for his fantastic 2 years as Student Association Vice President and the support he has received. TR extended her thanks during her tenure as Executive Board Member and Teaching Staff Representative. VA noted the Executive Team, and the Governance Professional will be working on Committee Workplans and Templates for the new academic year.

	DM expressed the value added by active Board members and raised the issue around the lack of responsiveness at times, with the request for consistent responses with any future requests. The Board Strategy event on Friday 26 June 2026 will consider diversification of income and the operating model. Lorna Johnston (Executive Director) of the Standards Commission will join the event. DM and HA are considering the structure of the event and will provide information including understanding the constraints and how we can progress. The Board are asked to come prepared and speak around re-emerging areas of opportunity. The Chair ended by thanking all members for their contributions over the year, noting the College's position as the top performing College for full time further education for the last 4 years. Meeting ended 1930

Key:

AS	Anna Stoll	Non-Executive Board Member
CB	Catriona Blacker	Executive Board Member and Student President
DM	**Douglas Morrison**	**Chair – Board of Management**
DMorw	Doug Morwood	Non-Executive Board Member
HA	Heather Anderson	Vice Chair – Board of Management. Chair – People & Culture Committee (PAC)
HM	Heather Meighan	Non-Executive Board Member
JB	John Brown	Non-Executive Board Member
JG	Jo Gill	Chair - Learning Teaching and Student Experience Committee (LTSE)
JM	Jacqueline Morrison	Non-Executive Board Member
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SC	Scott Coutts	Senior Independent Member
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SMcM	Stella McManus	Principal and Chief Executive
TR	Tarryn Robertson	Executive Board Member
Invited Members / Invitees		
DA	David Archibald	Henderson Loggie
EMcK	Elaine McKechnie	Vice Principal – Finance Resources and Sustainability
GMcI	Gary McIntosh	Head of Human Resources
SP	Shona Pettigrew	Vice Principal – Finance Resources and Sustainability
VA	Vari Anderson	Governance Professional
WMacL	Wilma MacLeod	Head of Curriculum

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	2025-2026 Annual Complaints Handling Report
CONSIDERED BY	Audit and Risk Committee Learning, Teaching and Student Experience Committee
REFERENCE	05.0
AUTHOR AND CONTACT DETAILS	Vari Anderson Vari.anderson@slc.ac.uk
PURPOSE:	To provide Board Members with an overview of the 2025/26 Annual Complaints Handling Report, and an update of the continuing governance of the complaints handling process
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: • Approve the Annual Complaints Handling Report • Note that it must published on the College website by November 2026.
RISK	• That the College does not meet its statutory requirements to publish the report within the required SPSO time scale.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• In 2025-2026, 26 complaints were received, this is an increase of 2 (8.3%) from 2024-25. • 77% (20) of complaints were handled at Stage 1, with only six complaints being considered at Stage 2. • The College achieved 96% compliance with published complaint response times. One complaint was considered late in terms of the SPSO's guidance due to an extension being granted due to the complexity of the complaint. • Analysis of complaint categories shows that Customer Care was the most common source of complaints, accounting for 13 of the 26 complaints received. • Complaint numbers have remained stable over the past three years. • A Lessons Learned and Actions to Improve plan has been created

1. INTRODUCTION

1.1. This paper provides an overview the 2025-2026 Annual Complaints Handling report and the continuing governance of the complaints handling process.

2 DISCUSSION

2.1 The College complies with the governance of the Scottish Public Service Ombudsman (SPSO), ensuring that all complaints are recorded and closed within the required time scale.

2.2 In addition, to publishing the four mandatory Key Performance Indicators, the College also provides reports on complaint trends and any actions taken to improve service delivery.

2.3 The College's Annual Complaints Handling Report for 2025-2026 must be approved and published by November 2026 to comply with statutory requirements.

2.4 In 2025-2026 academic year, 26 complaints were received, an increase of 2 complaints compared to the previous year. This represents an increase of 8.3%.

2.5 The College achieved 96% compliance with published complaint response times. One complaint was considered late in terms of the SPSO's guidance due to an extension being granted due to the complexity of the complaint.

2.6 Most of the complaints received were within the Customer Care category, which is a shift from previous year, where the majority were related to the Application to Progression category.

2.7 Ten areas of improvement were identified with progress being made to close these recommendations.

3 EQUALITIES

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

4 RISK AND ASSURANCE

4.1 The College does not deal with complaints within the time required by the SSPO procedures resulting in a poor experience for our learners and stakeholders.

4.1.1 **RECOMMENDATIONS**
4.1.2 Members are recommended to:
4.1.3 Approve the Annual Complaints Handling Report
4.1.4 Note that it must published on the College website by November 2026.

South Lanarkshire College

Annual Complaints Handling Report

Academic Year 2025-26

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1. Introduction

1.1 South Lanarkshire College (SLC) has adopted the Scottish Public Services Ombudsman (SPSO) Model Complaints Handing Procedure for Further Education Institutions, ensuring that all complaints are recorded, investigated, and concluded within the prescribed timescales.

1.2 There are four mandatory Key Performance Indicators (KPIs) applicable to further education institutions, which require formal reporting. These are:

- The total number of complaints received;
- The number and percentage of complaints at each stage that were closed in full within the set timescales of five and 20 working days.
- The average time in working days for a full responses to complaints at each stage
- The outcome of complaints at each stage

1.3 The complaint stages are:

- Stage One: for issues that are straightforward and require little to no investigation. These complaints are responded to within 5 working days.
- Stage Two: for issues that are more complex and require investigation or where the customer remains dissatisfied with a Stage 1 response. These complaints are responded to within 20 working days.
- Escalation to the Scottish Public Sector Ombudsman (SPSO) where the customer is dissatisfied with the Stage 2 response.

1.4 There are four complaints outcomes:

- Upheld (where the organisation is at fault)
- Not Upheld (where the organisation is not at fault)
- Partially Upheld (where some parts of the complaint are upheld and others are not) and;
- Resolved (when both the organisation and the customer agree what action (if any) will be taken to provide full and final resolution for the customer, without making a decision about whether the complaint is upheld or not upheld).

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1.5 In addition to publishing the four mandatory KPIs, the College also provides an overview on complaint trends and any actions taken to improve service delivery.

1.6 South Lanarkshire College reports quarterly to the Learning, Teaching and Student Experience (LTSE) sub-committee on the KPIs and analysis of the trends and outcomes of complaints. These reports are also published on the SLC website.

2. Academic Year 2025-26 Key Performance Indicators

2.1 Indicator One: Total Number of Complaints Received

Quarter	Complaints Received Stage 1	Complaints Received Stage 2	Total (and as a % of College Population)
Quarter 1	7	1	8 (0.20%)
Quarter 2	3	1	4 (0.10%)
Quarter 3	5	4	9 (0.225%)
Quarter 4	5	0	5 (0.125%)
Total	**20**	**6**	**26 (0.65%)**

2.1.1 During the reporting period, 26 complaints were received, representing 0.65% of the College population. Most complaints (77%) were handled at Stage 1, with only six complaints being considered at Stage 2. Complaint volumes peaked in Quarter 3, when

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9 complaints were received, including 4 Stage 2 complaints. Overall complaint volumes remain low when considered in the context of the College population.

2.2 **Indicator Two: Number and Percentage of Complaints at Each Stage that were closed in full within set timescales of five and 20 working days.**

Complaint Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Yearly Total	
Number of complaints closed at Stage 1 and % of total closed in full within the set timescales of five days.	7	100%	2	100%	5	100%	4	100%	18	100%
Number of complaints closed at Stage 1 and % of total closed in full within the set timescales of 10 days when an extension has been granted.			1	100%					1	100%
Number of complaints closed at Stage 2 and % of total closed in full within the set timescales of 20 days.	1	100%	0	0%	4	100%			5	83%
Number of complaints closed at Stage 2 after escalation and % of total closed in full within the set timescales of 20 days.							1	100%	1	100%
Total Complaints	8		3*		9		5		25	

2.2.1 The College achieved 96% compliance with published complaint response times. At Stage 1, 18 complaints were closed within the standard five-working day target. In addition, one Stage 1 complaint required an extension to allow for resolution. At Stage 2, five complaints were resolved within the 20-working day timeframe. *One complaint stage 2 complaint was considered late in terms of the SPSO's guidance due to an extension being granted due to the complexity of the complaint.

2.3 **Indicator Three: The average time in working days for a full response to complaints at each stage**

2.3.1

Complaint Stage	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Average time in working days to respond in full at stage 1	5 days	8 days*	6 days	4 days
Average time in working days to respond in full at stage 2	0	32 days**	20 days	0

* The figure is elevated due to one complaint being extended to allow the investigation to be concluded.

**This number is inflated due to a complex complaint which was lodged in November. On the morning the complaint was due for a response, the customer submitted additional information that required further investigation. Due to the Christmas break, enquiries could not be made until January.

2.4 **Indicator Four: The outcome of complaints at each stage**

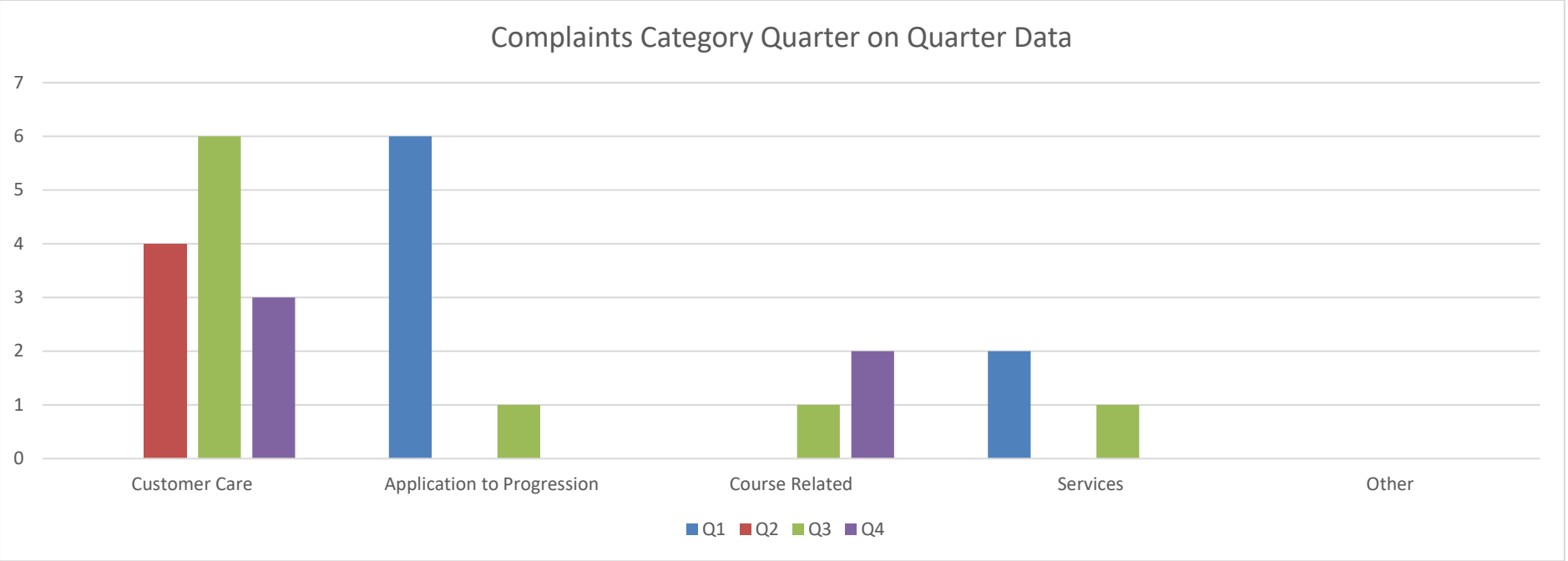
Complaint Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Yearly Total	
Number and % of complaints **resolved** at **Stage 1**			2	50%					2	7.69%
Number and % of complaints **partially upheld** at **Stage 1**					1	11.11%			1	3.85%
Number and % of complaints **upheld** at **Stage 1**	1	12.5%			3	33.33%	1	20%	5	19.23%
Number and % of complaints **not upheld** at **Stage 1**	6	75%			1	11.11%	3	70%	10	38.46%
Number and % of complaints **resolved** at **Stage 2**										

Number and % of complaints **partially upheld** at **Stage 2**			1	25%	3	33.33%			4	15.38%
Number and % of complaints **upheld** at **Stage 2**										
Number and % of complaints **not upheld** at **Stage 2**	1	12.5%	1	25%	1	11.11%			3	11.54%
Number and % of complaints **resolved** at **Stage 2 after escalation**										
Number and % of complaints **partially upheld** at **Stage 2 after escalation**										
Number and % of complaints **upheld** at **Stage 2 after escalation**							1	20%	1	3.85%
Number and % of complaints **not upheld** at **Stage 2 after escalation**										
Total	8	100%	4	100%	9	100%	4	100%	26	100%

3. Trends and Lessons Learned

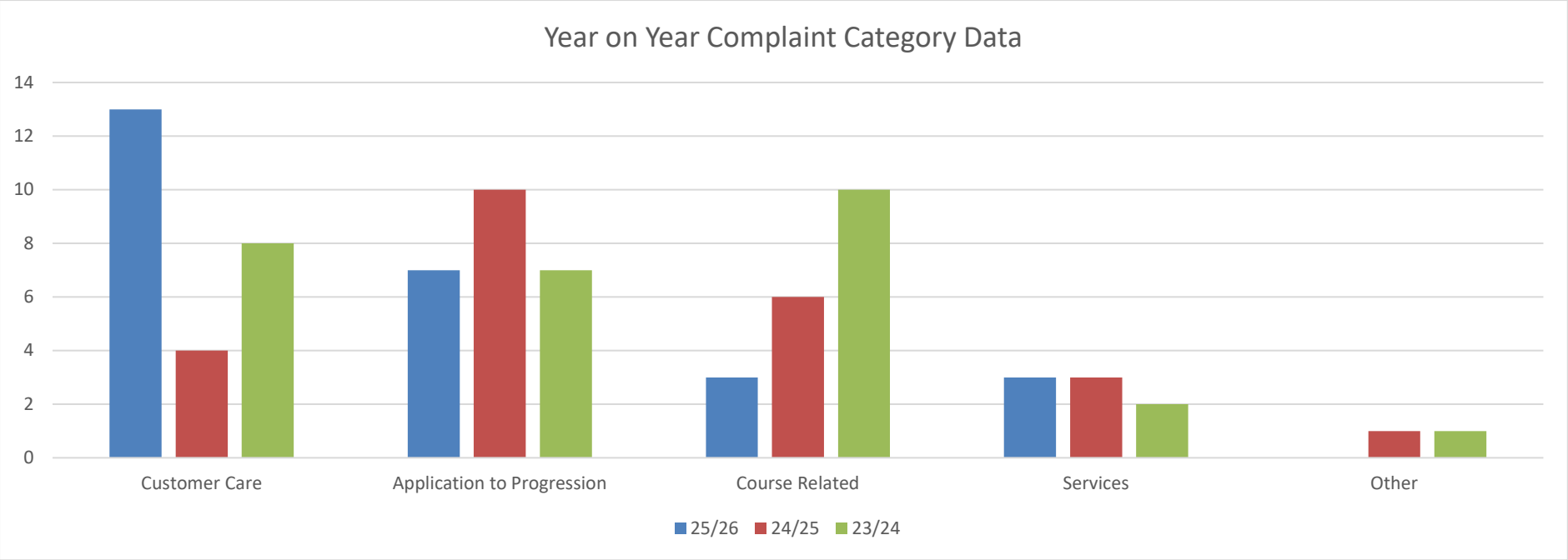
3.1 Total Complaints Quarter and Quarter Data

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3.1.1 Analysis of complaint categories shows that Customer Care was the most common source of complaints during the year, accounting for 13 of the 26 complaints received. Application to Progression complaints were primarily concentrated in Quarter 1 which aligns with the start of the academic year. Similarly, Course Related complaints increased in Quarters 3 and 4 suggesting a greater focus on academic and learning issues as the year progressed.

3.2



3.2.1 Complaint volumes have remained stable over the past three years. In 2023/24, 28 complaints were received, this number decreased to 24 in 2024/25 before rising again in 2025/6 to 26. Customer care complaints have more than tripled since 2024/25 and this category now accounts for 50% of all complaints received in 2025/26. Following analysis of complaints, a new complaint category will be introduced for 2026-27 for 'Staff Conduct' allowing the College to distinguish complaints relating to staff behaviour from wider customer care issues.

4. Lessons Learned and Actions to Improve

4.1 Where appropriate, the College captures lessons learned and implements actions to support continuous improvement. Ten improvement areas were identified within the quarterly reports, and the corresponding target dates and progress updates are provided below.

Category of Complaint	Actions to Improve	Lead	Target Date/Progress Update
Customer Care	Head of Curriculum to arrange for member of staff to complete CPD in classroom management	Head of Curriculum	Complete.
Customer Care	Staff to be reminded when contacting students that it is best practice to use Teams call function.	Head of Curriculum	Complete.
Customer Care	Staff to uphold consistently professional standards even in challenging situations	Head of Curriculum	Complete.
Customer Care	Staff to be reminded in the value of reflective practice	Head of Curriculum	Complete
Customer Care	Staff to be recognise the impact of behaviour on student experience – students interpret staff behaviour as representative of College's values	Head of Curriculum	Complete
Customer Care	Need for clear expectations and regular training	Head of Curriculum	Ongoing
Application to Progression	Wording on 'welcome interview' e-mail to be updated to provide clarity	CQMs	Complete.
Course Related – Fees	Clearer Fee Communication Process – students will be encouraged at enrolment to seek guidance from the Student Fees Team to confirm the correct fee level for their programme. Lecturing staff will be expected to signpost students to the Student Fees Team, particularly where a learner on a PTFG structure considers taking on additional units that may increase their total fee liability beyond the full-time rate.	Lecturing Staff	Start of academic sessions

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Course Related – Fees	College to undertake a review of its website to ensure that tuition fee information is transparent, consistent and easily accessible.	CQMs, Finance Dept	Start of academic sessions
Customer Care	New complaint category to be introduced for academic year 26-27 for 'staff conduct'	Complaints Handler	Complete.

DRAFT

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Self-Evaluation Report and Board Development Plan 2026-27
REFERENCE	06.0
AUTHOR AND CONTACT DETAILS	Vari Anderson Vari.anderson@slc.ac.uk
PURPOSE:	To provide the Board with feedback on the outcomes of the recent Board self-evaluation process and to present the Board Development Plan for 2026-27, which will support and complement the ongoing governance rolling review.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: • Note the feedback provided by Board members regarding Board effectiveness • Approve the contents of the Board Development Plan
RISK	The College may be unable to demonstrate compliance with Section D of the Code of Good Governance for Scotland's Colleges if effective arrangements for Board self-evaluation are not in place.
RELEVANT STRATEGIC AIM:	• Growth and Innovation • Sustainability • People and Culture Development • The Student Experience
SUMMARY OF REPORT:	• The Board Self-Evaluation Report outlines progress made in implementing governance-related Internal Audit recommendations and actions arising from Governance Effectiveness Reviews. • Feedback is provided following the Chair's one to one discussions with members, the Senior Independent Member's discussions and survey results along with the overall Board self-evaluation. • Board committee self-evaluations have been incorporated into the report. • Following review of all evidence gathered, a Board Development Plan for 2026-27 has been developed to support continuous improvement. The Plan will complement the Governance Rolling Review, with progress updates reported regularly to the Audit and Risk Committee.

1. INTRODUCTION

1.1. The Code of Good Governance for Scotland's Colleges states that '*the board must keep its effectiveness under annual review and have in place a robust self-evaluation process*."

1.2. In 2025, the College appointed Henderson Loggie to undertake a review of governance process as part of the Internal Audit plan. This review resulted in a number of recommendations aimed at strengthening governance arrangements. Later in the year, the College also underwent an external Governance Effectiveness Review (GER) which identified additional recommendations for improvement. The 2025-26 Board Self-Evaluation Report provides an update on the progress made in implementing the recommendations arising from both reviews.

1.3. In Spring 2025, the Board of Management undertook a comprehensive self-evaluation exercise. This involved individual meetings between Board members and both the Chair of the Board of Management and the Senior Independent Member, together with the completion of a confidential self-evaluation questionnaire based on the key principles of the Code of Good Governance for Scotland's Colleges. The feedback received highlighted a range of governance strengths and examples of good practice, while also identifying opportunities for further development and continuous improvement.

1.4. The response and feedback from Board members have been analysed and a Board Development Plan has been developed for academic year 2026-27. In previous years, South Lanarkshire College has not operated with a standalone Development Plan, instead using the Governance Rolling Review as a measure of the Board's governance effectiveness. This Development Plan will not replace the Rolling Review; rather, it will complement it by identifying the Board's key areas of focus for the next 12 months.

2 RISK AND ASSURANCE

2.1 The College may be unable to demonstrate compliance with Section D of the Code of Good Governance for Scotland's Colleges if effective arrangements for Board self-evaluation are not in place.

3 RECOMMENDATIONS

3.1 Members are asked to:

3.1.1 Note the feedback provided by Board members regarding Board effectiveness.

3.1.2 Approve the contents of the Board Development Plan.

South Lanarkshire College

Self-Evaluation Report 2026 and Board Development Plan 2026-27

South Lanarkshire College
East Kilbride

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Introduction

1. The Code of Good Governance for Scotland's Colleges outlines the standards of governance that are expected of boards in the college sector. Section D24 of the Code requires the Board of Management to "keep its effectiveness under annual review and have in place a robust self-evaluation process".
2. In Spring 2026, South Lanarkshire College undertook a self-evaluation exercise requiring Members of the Board to complete a confidential self-evaluation questionnaire which is structured around the key principles of the Code:
    - Leadership and Strategy
    - Quality of the Student Experience
    - Accountability
    - Effectiveness
    - Relationships and Collaboration
3. Board members' responses to these statements, along with any comments, identified areas of good governance and strengths of the Board, as well as areas for development.
4. A five-point Likert scale ranging from 'strongly agree' to 'strongly disagree' has been introduced, along with free-text fields to allow Board Members to express their views more fully.
5. In April/May 2026, Board members met individually with the Senior Independent Member to discuss the performance of the Chair of the Board. Before these meetings, each Board member completed a Chair Evaluation survey to support and inform discussions.
6. Responses from Board members provide insight into areas of effective governance and the Board's key strengths, while also identifying opportunities for improvement.

Background

Effective governance is a key priority for the College and forms the foundation of our approach to leadership, accountability and continuous improvement.

The Board of Management is committed to continuous improvement and, over the past two years, has commissioned an internal audit of corporate governance and completed its Governance Effectiveness Review. Both exercises provided valuable feedback, which the Board has carefully considered and implemented to ensure it continues to deliver effective and robust governance.

Internal Audit

As part of the College's 2024/25 Internal Audit Programme, Henderson Loggie were commissioned to review the College's governance structures. The review confirmed that the College has effective mechanisms in place to maintain ongoing oversight of governance. It also identified several areas for improvement, all of which the College has carefully considered and, where appropriate, implemented. The recommendations are summarised below along with the actions taken by the College:

Recommendation 1 – Advance warning of any specific agenda items where a particular perspective is being sought.

- Prior to each Committee meeting, the executive lead meets with the Committee Chair to review the agenda and provide additional context on the papers. In general, the College does not require a particular perspective. However, should a situation arise where support is needed, the Governance Professional and executive lead would fully support the individual in advance of the meeting.

Recommendation 2 – Board to consider mapping the ongoing and planned projects with local, regional and national priorities and defining performance metrics as part of the strategic planning process.

- In preparation for launching the 2030 Strategy, the College held a series of strategy-building workshops beginning in 2023. These sessions covered Labour Market Intelligence, sector and financial analysis and a strategic review of national policies and reforms.
- The College is currently developing a strategic dashboard. At the time of writing, the dashboard has not yet been implemented however KPI updates have been provided at both Committee and Board level.

Recommendation 3 – For subcommittee Chair's to invite Board members from other Board sub committees to attend their meetings.

- Board members are aware that they may attend and observe the meetings of any other Committee, with the exception of the Audit and Risk Committee. Attendance at ARC is also welcomed however members must seek prior approval from the Committee Chair.
- Each Committee's terms of reference promotes cross-Committee engagement, and on previous occasions Committees have met jointly to consider specific agenda for example – the Artificial Intelligence Policy.
- As part of the Board induction, new members are advised that they are encouraged to observe other Committee meetings, with the exception of ARC, which requires prior permission from the Chair.

Recommendation 4 – College to conduct an annual self-evaluation exercise to assess partnership activity.

- At present, the College has a limited range of formal partnership activity, primarily involving South Lanarkshire Council and local employers. The executive team notes that prior to progressing this recommendation, there is an interim stage focused on potential partnership opportunities and pipeline development.

Recommendation 5 – Development of tailored induction to prepare new members for their role on Board sub-committees

- The Board Induction was refreshed in 2025 to strengthen support for new members. All new Board members are invited to participate in the induction programme with the Governance Professional, meet with the Committee's executive lead and Committee Chair, and have introductory meetings with the Principal and the Chair of the Board of Management.

- A Board Induction Hub has been created on the Board Teams page with bite-sized presentations both for new members and as a refresher for current members.

Recommendation 6 – To align the oversight of specific strategic risks to individual subcommittees with discussions on mitigations to feed into the Audit and Risk Committee and Board considerations of the Strategic Risk Register.

- The College recognises the Board's recent focus on risk. Each Board and Committee paper includes a dedicated section outlining the specific risks associated with the matter being presented.
- Additional sessions on risk will be delivered at the beginning of the next academic year to further strengthen understanding and oversight.
- It was suggested that Committees could assume oversight of the risks relevant to their specific areas of business. However, due to the timing of the Committee cycle, any committee-driven updates could not be incorporated into the risk register until the subsequent meeting, resulting in the register becoming outdated in the interim.

The full report can be found here.

Governance Effectiveness Review

In July 2025, South Lanarkshire College was designated a Regional College. Around this time, the College Development Network were appointed to conduct the College's Governance Effectiveness Review. The final report was received in September 2025 and included two recommendations focusing on building the Board team and producing more concise Board and Committee papers. Both recommendations have since been implemented, with details outlined below.

Recommendation 1: Building the Board Team

- In respect that half of the members have joined in the last 18 months it was suggested that the College creates space for members to get to know one another. Following the December 2025 Board meeting, the College hosted a Christmas lunch in the Study Training Restaurant, providing an informal opportunity for members to build relationships. Additionally, time is available before Board and Committee meetings, as well as at Board Training and Development days, to encourage further interaction.
- The Board induction programme has been updated to include information on strategy formation.

Board and Committee Papers

- The Principal and executive team have been working on Board and Committee papers to ensure they are concise. Work is ongoing to streamline access to documents by incorporating hyperlinks to supporting materials to reduce the volume of papers in the meeting pack.

The full report can be found here.

2025-26 Self-Evaluation Process

Chair's One to One Discussion Feedback

Throughout the academic year, individual discussions were held between the Chair of the Board of Management and Board members to better understand their experience of serving on the Board, the extent to which they feel able to contribute effectively, and their views on the strengths, opportunities for improvement, and potential future areas of focus for the College and its governance.

The discussions reflected a generally positive view of the direction of travel, the functioning of the Board, and the progress made by the College. They also highlighted a number of recurring themes worthy of further consideration.

Strengths and Positive Feedback

Board culture, governance and effectiveness

Members consistently described the Board as well run, professional and operating at a high level. There was strong recognition of the significant progress made in recent years and of the College's transition from a period of considerable challenge towards greater stability.

A recurring theme was the positive culture within the Board. Members described feeling welcome, listened to and supported, with a good mix of experience, enthusiasm and professional expertise represented around the table. Several members commented positively on the level of trust between the Board and the management team.

Members also welcomed the continued strengthening of systems, processes and procedures and recognised the considerable foundational work undertaken in areas including governance, data, business continuity, finance and organisational systems.

The contribution of the Chair, Vice Chair, Governance Professional and other Board colleagues was frequently recognised positively. Members valued the responsiveness and support available to them and felt that this contributed to their confidence in fulfilling their roles.

Growing engagement and confidence

Several newer Board members reported becoming progressively more engaged and confident as their experience developed. Members described beginning to see patterns emerge, gaining a better understanding of the College and sector, and feeling increasingly comfortable offering challenge and contributing to discussion.

Board development activity was viewed positively, particularly training relating to governance, audit and risk. Members welcomed opportunities to deepen their understanding of their fiduciary responsibilities and the wider college sector.

Connection with the College, staff and students

Members spoke very positively about the College environment and the opportunity to engage directly with students. Experiences including student presentations, breakfasts and other engagement activities were particularly valued.

Student representatives were viewed very positively, and there was strong support for further strengthening the student voice and creating additional opportunities for Board members to hear directly from a broader range of students.

Appetite to contribute beyond formal meetings

A consistent theme was the desire of members to contribute more extensively beyond formal Board and committee meetings. Members expressed interest in supporting:

- partnership development;
- mentoring and employability;
- finance and resources;
- audit and risk;
- equality, diversity and inclusion;
- digital transformation;
- health and safety;
- innovation;
- staff and student engagement; and
- strategic development of the College's future business model.

Several members indicated that they would welcome more opportunities to use their professional expertise, networks and, where available, employer supported volunteering time for the benefit of the College.

Opportunities for Improvement

Ensuring Board members can clearly identify how they add value

A more explicit mapping of Board members' skills, experience, networks and interests could assist in identifying opportunities for contribution and ensure the College makes maximum use of the considerable capability available across the Board.

Board papers, information and decision making

While Board papers were generally considered well ordered and meetings well structured, the volume of documentation was highlighted by some members, particularly those new to the sector.

There were also concerns that, on occasion, information presented to the Board may not fully reflect the lived experience of staff or operational reality across the College. Members stressed the importance of ensuring that Board reporting provides an authentic and balanced picture, including areas of challenge or concern.

There is also interest in better understanding the College's decision-making processes, including how significant decisions are developed, tested and approved.

Confidence to provide constructive challenge

Several members expressed a desire to become more challenging and constructive in meetings. While members generally felt confident and supported, some acknowledged that they could occasionally feel intimidated by the depth of knowledge or experience of other colleagues.

Continued Board development, informal opportunities for members to share experiences, and further support for newer members may help build confidence and encourage a culture of appropriately robust challenge.

It is equally important that challenge within committees and the Board remains constructive, proportionate and focused on improving outcomes.

In addition to the improvement opportunities outlined above, the Board raised a small number of operational matters that are not reflected in this report as they were not considered relevant to its scope. These matters have, however, been fed back to the Executive Team for consideration.

Potential Areas of Future Focus

Strategic evolution and future business model

There was considerable interest in the future strategic direction of the College and how its business model might evolve in response to ongoing financial and sectoral pressures.

Areas of interest included partnership development, innovation, alternative income generation and consideration of how the College can best deploy its assets, expertise and relationships.

Financial sustainability and financial confidence

Finance was a recurring theme throughout the discussions. Some members expressed a desire for greater support in developing their financial understanding, while others were keen to contribute more directly to financial oversight.

Further Board development relating to college finance and opportunities to explore key financial challenges in greater depth may therefore be beneficial.

Risk, audit and assurance

Members showed strong interest in understanding risk in greater detail and in contributing to the continued development of the College's approach to risk management.

There was particular interest in linking Board member expertise with ongoing audit and risk work and in ensuring that members have appropriate confidence in the relationship between strategic objectives, operational realities, risk and assurance.

Staff and student voice

There was strong support for increasing opportunities for Board members to engage directly with staff and students.

Members expressed interest in using their experience to support students more directly, particularly in mentoring, employment and career development.

There may be an opportunity to convene those Board members with an interest in employment and employability to explore how their collective networks and expertise could complement existing College activity.

Partnership development and external engagement

Several members expressed an interest in supporting the development of external partnerships and making greater use of their own professional networks.

There may be value in developing a more structured approach to identifying where individual members can act as ambassadors, connectors or sources of strategic advice, while respecting the distinction between governance and operational responsibilities.

Digital experience and the paperless College

Digital transformation emerged as an area of specific interest. Members were keen to better understand the experience of digital systems from the perspective of both staff and students and to consider opportunities for improving efficiency and reducing unnecessary paper use.

There was support for the concept of a more ambitious "paperless College" approach, encompassing printing, paper consumption, administrative processes and digital user experience.

Equality, diversity and inclusion

Equality, diversity and inclusion remains an important area of interest for members, with a desire to contribute further where appropriate.

Members also highlighted the importance of responding to emerging issues affecting students, including gender based violence in online environments, poverty, housing insecurity and wider pressures on wellbeing.

Chair's Summary

The Chair's assessment from the one to one discussions is that the Board is functioning well and has continued to develop positively over the course of the academic year. Members are generally engaged, supportive of one another and increasingly confident in offering constructive challenge. There is a strong sense of shared commitment to the College and a genuine desire from members to contribute meaningfully to its future success.

A notable theme was the willingness of Board members to contribute beyond their formal governance role. The discussions have highlighted a number of areas where continued focus would be beneficial. A recurring theme throughout the discussions has been the importance of connection. Connection between the Board and the wider College community; between senior leaders and staff; between strategy and operational reality; and between the individual strengths of Board members and the future needs of the College.

The Chair is of the view that the Board has made considerable progress and now operates from a position of greater stability, confidence and maturity. The challenge for the year ahead

is therefore not simply to maintain effective governance, but to build on that progress by ensuring that the Board remains informed, visible, constructively challenging and closely connected to the people and communities the College exists to serve.

Chair's Performance Evaluation

During April and May 2026, the Senior Independent Member of the Board of Management undertook a series of 45-minute interviews with all current Board members to evaluate the Chair's effectiveness over the previous 12 months. These discussions were informed by a survey circulated to members in advance. The survey questions are set out in Appendix 1.

The feedback from Board members regarding the Chair's effectiveness over the past 12 months was overwhelmingly positive for all questions, with 100% of respondents stating that they were 'very satisfied' with the Chair's performance.

Based on both the interviews and survey sent to members the Chair has clearly demonstrated exceptional leadership and dedication to the role, positively impacting not just the Board but the overall college community. He was noted in the interviews as being extremely well-informed about the College, overall sector and wider tertiary education in Scotland, whilst also being "very well prepared for meetings" and "setting the scene well for an open discussion".

The Chair's expertise has played a crucial role in navigating the evolving further education landscape and playing a key role in the launch of the College strategy in 2025 with his "big picture thinking", as described by a Board member. This leadership has helped ensure that South Lanarkshire College remains an outstanding college for learning and teaching and an anchor in the community.

The Chair's passion for education and student success is evident through proactive initiatives and strategic planning, fostering an environment where both students and staff can thrive. As a strong communicator, he excels in articulating complex ideas clearly and persuasively. This skill has strengthened relationships within and beyond the college, facilitating effective dialogue and collaboration with key stakeholders; with many Board members praising him for his "excellent listening skills".

Based on interviews he was also noted as having a measured and calm approach, effectively managing challenges and differing opinions well, with one Board member stating "he makes me feel comfortable speaking up in meetings". His articulate approach ensures that decision-making processes are inclusive and thoughtful with a clear outcome or actions. A notable strength is the encouragement of open dialogue in meetings, actively inviting colleagues to contribute. This has created a culture of inclusivity and innovation, allowing diverse perspectives to inform strategic decisions.

The Chair has also cultivated an excellent relationship with Stella McManus (Principal) and the Senior Management Team, clearly aligning on key strategic goals and priorities. Through mutual respect and cooperation, he has driven forward the college's vision with cohesion and purpose.

Above all, it is clearly evident to Board members that the Chair wants the College to succeed and thrive and is committed to the role fully. His strategic foresight and dedication are evident throughout Board discussions.

Four minor points which were raised by some Board members, which perhaps relate more to the Board structure rather than the Chair specifically, include;

1) More specific discussions focussed solely on the strategic direction of the College, as Board meetings can be cyclical and have very packed agendas. This means that sometimes there is not enough dedicated time for in-depth strategic discussions on a particular topic i.e. a specific focussed session on income diversification or curriculum transformation. Please note that at the time of writing a meeting has been scheduled for June 2026 to address income diversification.
2) Utilising Board members knowledge, experience and connections more out-with Board meetings i.e. Board members providing Industry introductions to lecturers or being a guest speaker at a lecture. Please note that at the time of writing this is also being discussed by the Board and actions have started to emerge following discussions such as an industry contact spreadsheet.
3) A closer link and more regular updates between the Board and staff i.e. top-line updates from the Chair to staff on a regular basis or a ‘meet the Board’ coffee morning informal discussion
4) Streamlined Board packs i.e. top headline information only with links to further reports/ appendices/ interactive dashboards should the Board wish to explore these further

These are matters which will be included in the Board Development Plan for 2026-27.

Overall, the Chair of the Board of Management at South Lanarkshire College has made significant positive impacts over the past year and is very well respected by his peers. His informed leadership, effective communication, and unwavering commitment continue to inspire confidence and progress within the Board and wider college community.

Board Self-Evaluation

The Board operational effectiveness survey asked members to provide feedback on specific aspects of Board operations along with offering the opportunity for Board members to reflect on Board activity and identify development needs for the coming 12 months. Seventeen Board members responded to the survey, while two did not take part. It being noted that one member who did not respond is currently on maternity leave. Appendix 2 contains the questionnaire.

1. Members are asked to consider:



The Board were asked to identify developments they would like to see over the next year. The suggestions raised reflected a number of common themes, including:

- Supporting income diversification
- College engagement
- Stakeholder engagement
- Strategic focus
- Environmental sustainability

Feedback from the survey has been collated, and a development plan has been established to guide the College's progress over the coming year.

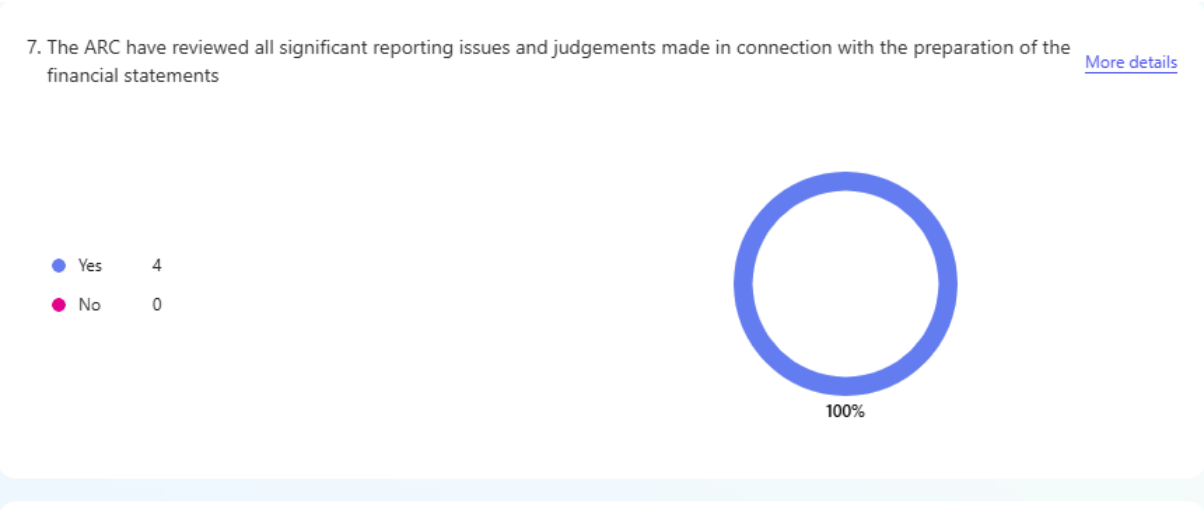
The Board were invited to add any comments, favourable or otherwise, which they would like brought to the attention of Management or the Governance Professional. Overall, feedback on the Board is highly positive, highlighting its professionalism, strong organisation, and effective leadership. Members value the diverse mix of skills and perspectives, alongside a

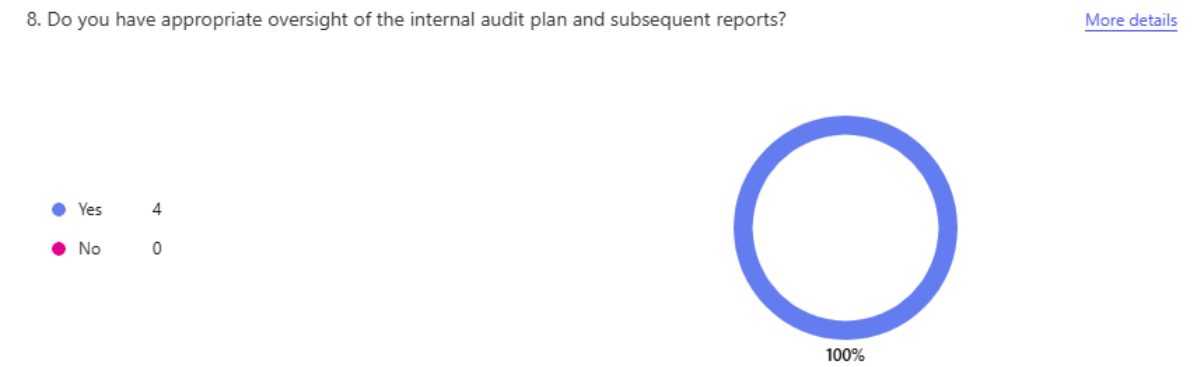
clear shared commitment to the College's success. The support provided by the Principalship and Governance Professional is particularly recognised, with strong working relationships noted across the Board and management team.
There is a strong sense of pride and enjoyment among members, with newer members in particular noting the visible energy and commitment to continuous improvement. While no significant concerns were raised, there was a suggestion to strengthen links between the Board and wider staff through increased informal engagement and opportunities for staff to contribute directly to Board discussions.

Audit and Risk Committee Evaluation

The Audit and Risk Committee uses the Scottish Government Audit and Assurance Committee Handbook as a framework to support its assurance role. The Committee undertook a self-evaluation exercise, with all members confirming that their roles and responsibilities are clearly defined and that they are able to contribute effectively to committee decisions. Members agreed that the Committee addresses its responsibilities, as set out in the Terms of Reference, very effectively and that meetings are productive and result in clear, actionable outcomes.

In providing assurance, the Committee also confirmed that it has reviewed all significant reporting issues and key judgements relating to the preparation of the financial statements, and that it has appropriate oversight of the internal audit plan and the resulting reports.





Additional comments and feedback were sought, with respondents noting that the Audit and Risk Committee operates well and provides an appropriate level of scrutiny, challenge, and rigour on behalf of the College.

The survey questions can be found at Appendix 3.

Sub-Committee Self Evaluation

A survey of the SLC Committees and evaluation of Committee Chairs was circulated alongside the Board's operational effectiveness survey. Appendix 4 contains the survey.

Learning Teaching and Student Experience Committee Feedback

The Committee agreed that its leadership is highly effective, with the Chair demonstrating strong preparation and skilled facilitation. The Committee also agreed that meetings are well-structured, with adherence to the agenda resulting in clear, actionable outcomes. Furthermore, the Committee considers itself to be highly effective in fulfilling its responsibilities as outlined in its Terms of Reference.

Finance and Resources Committee

The Committee agreed that the Chair promotes active participation and open discussion during meetings, demonstrating very effective leadership. It was also agreed that the Chair manages differing perspectives and viewpoints effectively. The Committee follows its agenda, with discussions leading to clear action points, and fulfils its responsibilities as set out in the Terms of Reference.

People and Culture Committee

The Committee was of the view that it effectively fulfils its responsibilities as outlined in the Terms of Reference. It is led by a Chair who is well prepared for meetings and encourages contributions from all members. The Committee also suggested that future meetings would benefit from deeper, focused discussions on specific areas within its remit.

Self-Evaluation Summary

The Board self-evaluation has provided assurance that the Board continues to operate effectively and that robust governance arrangements are in place. The evaluation highlighted a committed, engaged and ambitious Board that is focused on supporting the College's ongoing success and long-term sustainability. Looking ahead, members are keen to build on the progress already achieved, further strengthen their contribution, and continue working collaboratively with the Executive Team and stakeholders to help shape and deliver the College's strategic ambitions for the future.

Thank you to all members for their open and constructive participation in the self-evaluation process. The thoughtful feedback provided demonstrates a collective commitment to continuous improvement.

Development Plan 2026-27

In previous years, South Lanarkshire College has not operated with a standalone Development Plan, instead using the Governance Rolling Review as a measure of the Board's governance effectiveness. This Development Plan will not replace the Rolling Review; rather, it will complement it by identifying the Board's key areas of focus for the next 12 months. The Rolling Review will continue as a dynamic document, closely aligned with the Code of Good Governance for Scotland's Colleges.

This Development Plan has been developed based on feedback received from Board Members through the various self-evaluation processes.

Developmental Action	How we achieve this
Support Income Diversification Undertake further strategic work to support income diversification by identifying new revenue streams, strengthening partnerships, and exploring commercial opportunities.	• Income and Diversification Strategy Day held on 26 June 2026. • Income and Diversification Quarterly Update considered at FRC.
College Engagement Encourage and enable Board Members to engage more actively in College life beyond the formal committee cycle by participating in events, visiting campus activities, and interacting with staff and students, thereby strengthening relationships, enhancing visibility, and deepening understanding of the College community.	• Informal 'coffee and chat' after Board training/strategy days • Continuation of invitations to campus events • Student Question Time event • Class talks arranged through Governance Professional
Stakeholder Engagement Develop and implement a strategy to widen stakeholder engagement by proactively identifying and building relationships with key partners, including employers, community organisations and alumni to enhance collaboration. Explicit mapping of Board members' skills, experience, networks and interests	• Board network/industry links requested via e-mail in June. Spreadsheet available for updating on Teams portal.
Strategic Focus Allocate dedicated time within Board/Committee meetings for strategic deep-dive discussions, including consideration of the College's future operating model, to support informed decision making and focus on long-term priorities.	• Ongoing work on Committee workplans to create dedicated time for deep dives • Possible participation in governance research with focus on workshops/focus groups
Environmental Sustainability Advance the College's sustainability agenda by developing and overseeing a clear pathway towards achieving zero energy bill status.	• Work of the CCAT with reports being produced to the Board.
Board Papers Introduce streamlined Board/Committee packs focused on key headline information,	• Template work ongoing to streamline papers

supported by links to detailed reports, appendices and dashboards, enabling Members to access further detail as required while maintaining a concise and strategic focus.	• Executive team to train report authors
Board Training Opportunities Deliver a programme of Board development activities focused on college finance, risk management and effective governance challenge, including deeper exploration of key financial and strategic risks	• Constructive questioning skills training is scheduled for 21 August 2026. • Chairing skills workshop scheduled for 21 August 2026 • Risk session to be facilitated in November with Henderson Loggie

Appendix 1 – Chair Evaluation Survey

Board of Management Chair Evaluation 2026 Survey Questions

1. Does the Chair provide clear leadership and set an appropriate tone for the Board?
2. Does the Chair encourage full participation from all Board members?
3. Does the Chair manage differing opinions constructively?
4. Is the Chair effective at keeping discussions focused and on track?
5. Does the Chair help the Board maintain a strong focus on strategy rather than operational detail?
6. Does the Chair ensure adequate time for strategic issues during meetings?
7. Does the Chair ensure the Board follows good governance practices?
8. How effectively does the Chair serve as a liaison between the Board and management?
9. How well does the Chair foster an inclusive and respectful Board culture?
10. Does the Chair communicate clearly and transparently with the Board?
11. Does the Chair ensure that all Board Members are heard and valued?
12. Is the Chair effective at guiding the Board toward well-informed decisions?
13. Does the Chair ensure decisions are made in a timely yet considered manner?
14. Overall, how satisfied are you with the Chair's performance?
15. What are the Chair's greatest strengths?
16. In which areas could the Chair improve to enhance Board effectiveness?

Appendix 2 - Board Self Evaluation Questionnaire

Using a Likert scale, members were asked to respond to the questions below, selecting from: ‘Strongly Agree’, ‘Agree’, ‘Neutral’, ‘Disagree’, and ‘Strongly Disagree’.

1. The Board has set out clear strategic priorities and aims
2. The Board understands and demonstrates the College values
3. The Board operates according to the Nine Principles of Public Life
4. Staff members are active at Board level
5. The Board and its Committees prioritise the opinions/views of students
6. The Board publishes high quality Annual Reports
7. Funds are planned and used economically, efficiently and effectively
8. The Board Chair promotes open discussion on strategic matters
9. The Board has an appropriate mix of skills and works well as a team
10. The Principal/Executive Team are clearly accountable to the Board
11. Board effectiveness is regularly reviewed
12. The Board effectively engages with stakeholders and community partners
13. Learning provision is relevant to industry needs
14. The mechanisms for ensuring good governance are effective
15. The Board have suitable access to the Governance Professional

Further to these questions, the Board were allowed the opportunity to expand their opinions using the following questions.

1. What have we done well over the last 12 months?
2. What developments would you like to see over the next year?
3. Is there any additional support which the College can provide to help you conduct your board role?
4. Are the Board papers issued timeously and in an accessible format or are there areas which could be improved?
5. Are there any other comments, favourable or otherwise which you would like brought to the attention of Management or the Governance Professional?

Appendix 3 – ARC Self Evaluation

1. Are the roles and responsibilities of the committee clearly defined?
2. Do you feel you have adequate input into committee decisions?
3. How effectively does the committee address its responsibilities as outlined in the Terms of Reference?
4. Are meetings productive and do they lead to actionable outcomes?
5. Is the information you receive from the executive team relevant, accurate, clear, timely etc?
6. Does the committee have the right mix of skills to fulfil its responsibilities?
7. The ARC have reviewed all significant reporting issues and judgements made in connection with the preparation of the financial statements – Yes/No
8. Do you have appropriate oversight of the internal audit plan and subsequent reports?
9. Are there opportunities for members to receive training or support to enhance their skills?
10. Any other comments/feedback.

Appendix 4 – Chair/Committee Evaluation Questionnaire

1. How effective is the Committee's leadership?
2. The Committee adheres to its agenda during meetings? T/F
3. Is the Committee Chair well prepared for Committee meetings? Y/N
4. Does the Committee Chair encourage active participation and sharing of opinions during Committee meetings? Y/N
5. Is the Committee Chair a skilled facilitator who can effectively manage varying perspectives and points of view? Y/N
6. How effectively doe the committee address its responsibilities as outlined in the Terms of Reference?
7. Are meetings productive and do they lead to actionable outcomes? Y/N
8. Any additional comments

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Cover Page - Student Association Constitution and Appendices
REFERENCE	Agenda Item 07a
AUTHOR AND CONTACT DETAILS	Hayley Mullen, Student President Hayley.mullen@slc.ac.uk
PURPOSE:	To seek Board endorsement of the revised Student Association Constitution 2026-2031 prior to its implementation and approval through the College's governance arrangements. The revised Constitution reflects the five-year review of the Students' Association governance framework and ensures continued compliance with legislative requirements and current practice.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • Consider and endorse the revised Student Association Constitution 2026-2031. • Note that the Constitution has been updated to improve clarity, accessibility and governance arrangements. • Note that the Constitution supports effective student representation and compliance with the Education Act 1994 and Post-16 Education (Scotland) Act requirements
RISK	• Failure to maintain an up-to-date Constitution could result in governance arrangements that are no longer aligned to legislation, College policy, or current Student Association practice. Approval of the revised Constitution mitigates these risks by providing a clear framework for representation, elections, governance, finance and accountability.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation
SUMMARY OF REPORT:	The revised Student Association Constitution sets out the governance framework for the Students' Association for the period 2026-2031. It defines the Association's aims and objectives, membership arrangements, election procedures, executive committee structure, meetings, finance and accountability arrangements, complaints procedures and constitutional review requirements. The Constitution reinforces the Students' Association's role as the representative voice of students and ensures compliance with relevant legislative

	requirements while supporting effective partnership working between the Students' Association and the College.

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Student Association Constitution 2026 - 2031

Last updated: September 2026

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Introduction

South Lanarkshire College Students' Association is a democratically governed organisation dedicated to representing and supporting the interests of its students. The Board of Management will also seek to ensure that the Association's activities align with the College's Equal Opportunities Policy and uphold the reputation of the College.

We, the South Lanarkshire College Students' Association (the "Association"), are a Students' Association within the meaning of the Education Act 1994. We act as the voice of our members and are committed to their educational interests and welfare. South Lanarkshire College ("SLC") provides funding to support us in achieving the objectives set out in this Constitution.

Section 1 – The Articles

This section defines the Aims and the Objectives of the Students' Association, as well as setting out what can or cannot be done by the Students' Association Executive. Guidelines are provided to indicate how the Association can represent its' members and, should they arise, how members can air their concerns.

Name and Status

There shall be a Students' Association at South Lanarkshire College (hereafter referred to as SLC), the name of which shall be South Lanarkshire College Students' Association (hereafter referred to as the Association).

The Association is an unincorporated association with exempt charitable status.

The Association's Constitution is a legal document defining;

what the Association can and cannot do;

how the Association should operate; and

how and where members can raise concerns or issues.

Aims & Objectives

We aim to advance the education of students at South Lanarkshire College for public benefit by:

- Promoting the interests and welfare of students during their studies, and representing, supporting, and advising students.
- To protect and champion the welfare of its members.
- Acting as the recognised representative channel between students and SLC, and with external organisations.
- To promote and provide social, cultural, sporting and recreational activities and f forums for discussions to enhance the personal development of our students.

Equality and Diversity

The Association will always seek to:

- Ensure recognition for the diversity of its members while promoting equal opportunity for all.
- Advocate equal opportunities for the participation and inclusion of groups.
- Pursue its aims and objectives independent of any political or religious influence.
- Further details of the College's Equality Policy can be found here.

Powers

This Association is empowered to:

- Set the policy of the Association.
- Amend the Constitution and Schedules as appropriate, subject to the approval of the Board of Management.
- Elect, appoint and dismiss office bearers according to the Constitution in line with the election schedule.
- Enter responsible contracts and agreements, in line with SLC financial regulations, to effectively pursue its aims and objectives.
- Hold any property and equipment necessary to pursue these affairs.
- Appoint Committees and Sub-Committees as required.
- Regularly report to SLC Board of Management.
- Propose to the Board of Management any course of action to enhance the welfare of its members.

Do anything, while keeping within the law, to achieve our aims and objectives.

Money and Property

Our money and property must only be used to carry out our objectives.

- Officers cannot receive money or property from us except for reasonable out-of-pocket expenses.
- SLC will provide appropriate space on campus for the Association to operate.
- All money and property will be managed according to the Finance Regulations in the Schedules.

Members

Our members are:

- All enrolled SLC students aged 16 or over who have not opted out; and any Sabbatical Officers, i.e. major-union office holders (President and Vice President), shall be a full member of the Association.
- Student Associations with whom a reciprocal agreement has been concluded shall be Reciprocal Members.
- College academic and support staff, as well as past learners, may become Associate Members. Associate Members cannot be involved in the governance or policy making of the Association.

Membership cannot be transferred. Membership ends if:

- A student is no longer enrolled within the college (or, for Sabbatical Officers, student status is withdrawn);

- A member gives written notice to opt out;
- A member is removed under the Code of Conduct.

The Executive Committee will maintain a Code of Conduct that all members must follow. Breaches may result in suspension or removal of membership rights, including holding office.

Members may use Association facilities, take part in activities, speak and vote at meetings, nominate candidates, stand in elections, and hold office in clubs and societies.

Students under 16 are not members but may take part in certain activities as approved by the Association.

Executive Committee

The Executive Committee will be the supreme decision-making body while running the day-to-day business of the Association, raising issues and concerns on behalf of its' members.

The Committee shall include the following Executive Officers of the Association:

- 2 major-union office holders: President and Vice President
- Up to 8 Student Officers (non-major office holder)

The 'major union office holders' for the purposes of Section 22 of the Education Act 1994 will enter into a contract of employment with the College. The term of office, duties and method of payment will be set out in the Schedules.

College staff who support the ongoing development of the Association may attend meetings to provide guidance and advice. They will not have voting rights in the decision-making process.

The Executive Committee will run the Association on a day-to-day basis in line with this Constitution and its Schedules, any relevant legislation and any decisions the members make at General Meetings or Special General Meetings.

- The Committee will never exceed 14 members including staff attendees.
- The President has the casting vote in the event of a tie.
- The Committee runs the Association day-to-day in line with this Constitution and the Schedules.
- The Committee may create sub-committees as required.
- Officers lose their position if they resign, miss two meetings without apologies, or if a motion of no confidence passes with a 66% majority.

Holding office is a privilege of membership and can be withdrawn if the Code of Conduct is breached by any member.

Elections

All office and major-union office holders will be elected by secret ballot in line with the Education Act 1994.

- The 'major union office holders' for the purposes of Section 22 of the Education Act 1994 will enter into a contract of employment with the College Elections will follow the Election Regulations in the Schedules.
- Elections take place annually. Vacancies will trigger by-elections.
- Terms of office last one academic year.
- No member may hold a major union office for more than two years in total.
- The President and Vice President will be members of the SLC Board of Management.
- Election timetable and publicity requirements are as stated in Section 6.

A copy of the election timetable and the Election Regulations will be displayed on Association notice boards at least 21 college days before the election begins. Election regulations will be promoted and displayed across the Association's communication channels at least 21 days…." Just a though as we don't really have a SA notice board but do promote in the newsletter, social media, etc

Referendums

A referendum, in which all members will be allowed to vote, may be called on any issue by:

- a majority vote of at least two thirds of the Executive Committee; or
- member petition detailing the issue and including the name, course and student ID number of the proposer, counter signed by at least 150 members.

Policy set by a referendum can overturn policy set by the members at the AGM or by the Executive Committee.

We will hold referendums in line with the Schedules.

Meetings

Executive meetings will be held quarterly with quorum dictating at least 50% of members of the Executive Committee are in attendance. A major-union holder should always be present.

Any other general meetings shall be termed 'Special General Meeting'. This should take place following a written request from the Executive Committee.

The Executive Committee will meet with Class Representatives at least once a month to discuss current issues and understand the general views and mood of the student body.

The Annual General Meeting (AGM) shall be held towards the end of the academic year. This meeting will discuss all Association business.

There must be at least 25 members of the Association present at an AGM for the meeting to be quorate, including the Executive Committee.

Every member will have one vote, and decisions will be made on a simple majority basis.

For the AGM and 'Special General Meetings' the Association will give members at least 7 college working days' notice of the place, day and time of the meeting and details of the agenda. Notices of motions, bearing the name of the proposer and seconder, will be submitted to the Vice President of the Association in writing, not less than 5 college working days before the General Meeting at which they are to be discussed.

At all meetings minutes will be taken by the Association Administrative Support staff from Student Services. Minutes of each meeting will be circulated and displayed as soon as possible after the meeting. Minutes shall be confirmed at the next appropriate meeting. A copy of the minutes will be held online in an accessible place.

A major-union office holder shall chair all General Meetings. If they are absent or relinquish the Chair, it will be taken by another member of the Executive Committee.

The Chair shall be responsible for the running order and conduct of the meeting.

Clubs and Societies

Clubs and societies may be recognised provided they meet the requirements set out in the schedules and do not breach the Associations' aims and objectives. The Board of Management shall earmark a sum in the Association's budget for granting funds to recognised clubs and societies.

Affiliation to External Organisations

Any proposal to affiliate must be approved at an AGM or by referendum.

We will work collaboratively the College about all new links to other organisations, including the name of the organisation and the fee to be paid. Aligned to procurement procedures. This information will be included in our annual report. Our annual report is presented at the AGM and is available to all our members and SLC.

- All affiliations will be reported to SLC and included in the annual report.

- Members may challenge an affiliation by submitting a petition signed by at least 150 members.

- Only one referendum on the same issue may be held per academic year.

Complaints Procedure

Complaints about officers or members will be managed according to the Complaints Procedure in the Schedules.

Finance & Accounts

To enable the Association to carry out its aims and objectives, appropriate and sustainable funding will be determined following agreement of the Association's budget by the Board of Management of the College.

The Association will maintain adequate accounting records and have annual accounts prepared by an accountant employed by the College, who is a member of any of the major accountancy bodies in the United Kingdom (CCAB – (Consultative Committee of Accountancy Bodies). The annual budget and accounts will be signed off by the Executive Committee (usually by the 2 major-union office holders). They will be required to state that the accounts are a complete and accurate representation of the financial transactions of the Association for that year. The annual accounts, along with the annual report, will be presented at the AGM. A copy of the Associations' budget and annual accounts will be made available to all students through the SA Moodle page.

Minutes

Minutes will be taken at all meetings and circulated at the next appropriate meeting. Once confirmed, minutes will be filed and made available to all students through the Class Representative teams page

A copy of the Constitution (including amendments), the annual report, and plans for Association activities, including the budget will be available online in an accessible location.

Amendments to the Constitution

The Executive Committee of the Association and Board of Management of SLC will review this Constitution, at least every five years from the previous date of approval.

The Constitution can only be amended through a resolution passed at an Executive Committee meeting by at least two thirds of those present, who are entitled to vote to satisfy quorate, when approved by the College Board.

Indemnity

Every Executive Officer and anyone approved to make decisions on behalf of the Association shall be indemnified out of the assets of the Association against loss or liability, while engaging in the execution of their office. Their liability for the consequences will not be affected providing there is no negligence or unlawful action on their part.

Winding Up

If the Association is wound up, any remaining money or property after debts are paid will be transferred to SLC. The College will hold these funds in trust to support a future Students' Association representing SLC students.

A new Association will be established as soon as reasonably possible.

Interpretation

If anyone challenges any part of this Constitution, a major-union office holder will be asked to make the decision.

If the major-union office holder's decision is challenged, then the Executive Committee will make the decision.

In the event of a dispute as to the interpretation of the Constitution, the guidance of the Clerk to the Board will be sought.

Code of Conduct

All members of the Association are required to adhere to the Student Code of Conduct, as approved and amended from time to time by the College. This requirement must be complied with at all times and when members are on Association premises or attending events organised by the Association, its clubs, or societies.

The Code may include restrictions up to and including the unlimited suspension of membership rights.

This Constitution was approved on behalf of SLC by two members of the Board of Management on 15th September 2026, and on behalf of the Students' Association on the same date.

Legal Context

The Further and Higher Education (Scotland) Act 1992 places a duty on College Boards of Management to ensure that there is a students' association within the College.

The Education Act 1994 further defines what a students' association is and places further duties on the College Board of Management to ensure that the organisation is run in a fair, free and proper manner. The Act takes a 'quality assurance' approach to students' associations, setting out a list of requirements that the association has to fulfil.

In contrast, the Post-16 Education Act takes a quality enhancement approach to students' associations and has created a legal requirement for colleges to have in

place ‘arrangements for the purpose of seeking to ensure that the interests of the students are represented by a students’ association. Colleges are expected to ensure that students’ associations are fulfilling their purpose and representing their student body.

This Constitution, which must be approved by both the Association and the College Board, shall take effect from 15th September 2026. It will be subject to review by the Student Association Executive Committee and the College Board of Management at least every five years, in accordance with the Education Act 1994.



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Student Association Constitution Appendices

Last updated: September 2026

The Appendices

This section includes other regulations that the Association must follow.

Appendix One:

1 Opting Out

1.1 Every student will be able to relinquish their right of membership of the Association.

1.2 A student who opts out of the Association will not be able to participate in the democratic and decision-making function of the Association. This includes not being able to stand for any officer or representative position, including leading a club or society.

1.3 A student who opts out of the Association will continue to have the right to attend any Association run events and participate in clubs and societies already set up within the Association.

1.4 A student wishing to opt out must indicate this within 6 weeks of the start of their course by completing the opt out form, available from Association President.

1.5 Any student wishing to resume membership of the Student Association, will not be eligible until the next academic year.

Appendix Two:

2 Disciplinary Procedure

2.1 All members of the Association, its clubs and societies, are always expected to abide by the Constitution and its schedules, as well as the Equal Opportunities Policy.

2.2 The Association's disciplinary policy has authority over any premises managed by the Association, any Association activities, including the activities of its clubs and societies, or any misconduct that takes place away from SLC but is connected to the Association and likely to affect its reputation.

2.3 If any student, club or society breach the rules of the Association their conduct will be examined by a panel of 3 Executive Committee members, known as the Disciplinary Committee.

2.4 The Disciplinary Committee must convene within 7 college days of the alleged offence occurring. The student will be given written notice of the time, date and place of the hearing, together with notification of the alleged breach, at least 3 days before the hearing.

2.5 In cases involving the misuse of Association facilities, resources or behaviour likely to cause potential danger or offence, the student, club or society may be suspended from using specific premises or resources until the Disciplinary Committee has reached a decision.

2.6 Anyone directly connected with the student, club or society under charge or who may be either a witness or a potential witness, can sit on the Disciplinary or Appeals Committees.

2.7 The person, or their representative bringing the charge, can call witnesses to give evidence as appropriate. They can question any witnesses involved with the hearing.

2.8 The student under charge or their representative can call their own witness to give evidence and present any relevant documents to the panel. They are also able to question any witnesses involved with the hearing.

2.9 The Committee can question any witness, the person bringing the charge, the student, club or society under charge or any nominated representative.

2.10 The Disciplinary Committee will deliberate the matter and decide the appropriate action to be taken. Their decision will be based on the evidence presented and examined in the presence of whoever is under charge. Any evidence of earlier misconduct cannot be presented until after a decision has been reached on the facts of the case. When a decision has been reached this can then be admitted and considered on deciding on any punishment. The ultimate sanction is suspension from the Association for a specified length of time.

2.11 The Association Disciplinary Committee can refer any matter to the College Disciplinary Committee.

2.12 The Disciplinary Committee must inform the person of their right to appeal and that any appeal should be made in writing to the Chair of the Executive Committee within 5 college days.

2.13 If the student is still not satisfied, they can appeal to an Appeal Committee made up of 3 students appointed by the Executive Committee. The student will be given written notice at least 5 college days in advance of the meeting.

2.14 The Appeal Committee will hear the reason for appeal and the rationale behind the original decision. They will consider any new evidence that has since come to light, put to a vote and their decision will be final.

2.15 The hearing will be held in private unless the subjects of the charge request it be held in public. A record must be kept for use in any appeal. The decision will then be posted on an Association notice board if requested by the subject of the charge.

2.16 The Executive Committee Officers can be removed from office by:

- A two-thirds majority vote at a quorate meeting of the Association, this is where a minimum number of members must be present for the decision to be carried forward.
- A referendum of the members of the Association
- On the grounds of gross misconduct resulting in exclusion from the College.

2.17 Class representatives can be removed from office by:

- A two-thirds majority vote at a quorate meeting of the Association, this is where a minimum number of members must be present for the decision to be carried forward.
- On the grounds of gross misconduct resulting in exclusion from the College.

2.18 The regulations for a ballot to remove a member of the executive from office will be determined by the Returning Officer, within the limits of this Constitution.

2.19 Any member of the Executive Committee or any other committee who has been absent from two successive ordinary meetings, without submitting acceptable apologies to the Chair, is automatically deemed to no longer hold office.

2.20 Any resignation must be in writing to the Chair of the Executive Committee. Resignations are effective immediately and must be reported to the Executive Committee.

2.21 In the case of a vacancy arising a by-election will be held in accordance with Schedule One, Election Regulations, of this Constitution.

Appendix Three:

3 Students' Association Code of Practice

The South Lanarkshire College Students' Association will be allowed to act with as much authority as is consistent with the requirements of (a) accountability for the expenditure of public money and (b) compliance with the Education Act 1994. It is an overriding requirement that the Students' Association must operate in a fair and democratic manner and be accountable for its finances.

3.1 Constitution

3.1.1 The Association will have a written constitution approved and periodically reviewed by the Board of Management at intervals of not more than 5 years. Any amendments to the Constitution must be approved by the Board of Management.

3.2 Elections

3.2.1 Appointment to major Association offices will be by election in a secret ballot in which all members of the Association are entitled to vote.

3.2.2 The Board of Management will agree the appointment of an independent Returning Officer to conduct the elections and be satisfied elections are fairly and properly conducted.

3.3 Sabbatical Officers

3.3.1 No one can hold sabbatical Association office or paid elected office for more than 2 years in total.

3.4 Membership

3.4.1 All students enrolled at SLC over the age of 16 can be members of the Association unless they decide to opt-out, in accordance with the opt-out regulations of this Constitution. Students will be informed annually by SLC of the opt-out procedure and consequences of choosing to do so. Any student who chooses to opt-out will not be unfairly disadvantaged regarding the provision of services or otherwise.

3.4.2 The consequences of opting out of membership are:

- The student cannot participate in any democratic processes of the Association.
- The student cannot hold office in any club or society of the Association.
- The student cannot be represented by the Association.

3.5 Finances

3.5.1 The financial affairs of the Association will be properly conducted in accordance with Schedule Four, the Financial Regulations of this Constitution and include appropriate arrangements for the approval of the Association's budget and the monitoring of their expenditure.

3.5.2 The Association's annual accounts will be made available to the Board of Management and all students.

3.6 Allocation of resources to Clubs and Societies

3.6.1 The procedure for allocating resources to clubs and societies will be fair in accordance with Schedule Two of this Constitution and be made available in writing to all students.

3.7 Affiliations to External Organisations

3.7.1 Any decision to affiliate with an external organisation will be published to include the organisation's name and details of any subscription or fee to be paid and any donation to be made or proposed to be made. This information will be made available to all students.

3.7.2 The Association will produce a list of all affiliations and the financial implications of these annually.

3.7.3 The Executive Committee will approve the annual list of affiliations. Association members can request a secret balloted vote on the continuation of an affiliation with an organisation. This requires a requisition signed by 200 members delivered to the President at intervals of not less than 1 year.

3.8 Freedom of Speech

3.8.1 The Association and its' members are bound to observe the College's Code of Practice in relation to freedom of speech as required by section 43 of the Education Act, 1986.

3.9 Complaints

3.9.1 The complaint procedure is open to all students who are dissatisfied in their dealings with the Association or who feel they have been unfairly treated or disadvantaged after opting out of Association membership.

Further information regarding this process is available from https://www.slc.ac.uk/footer/freedom-of-information-and-complaints

3.9.2 Any complaint about the Association will be addressed to the President. If it relates to the President, then it will be addressed to the Vice-President.

3.9.3 The President will respond to a complaint in writing within 5 working days.

3.9.4 If the complainant is not satisfied with the outcome, they can appeal to the Executive Committee who will appoint an independent person to consider and resolve the complaint. The Committee will respond within 10 college days.

3.9.5 Members who complain will also be referred to the mechanisms in this Constitution to remove officers and change the policy of the Association.



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Student Association Constitution Schedules

Last updated: September 2026

The Schedules

This section outlines the operational details and provides insight into how matters are agreed and progressed.

Schedules are subject to amendments as and when required. Schedules can be amended upon mutual agreement by the major-union office holders.

Schedule One

Election Regulations

This schedule outlines what to do for all elections for all positions in the Association. It also outlines the procedure to follow if a vacancy occurs in any position. Executive posts will be subject to a secret election ballot open to all members of the Association.

1 General

1.1 The elections of the major-union office holders, and any other elected officers of the Association, shall be carried out in accordance with these regulations (hereby referred to as the Regulations).

1.2 The Association's staff or College staff supporting the Association shall implement the Election process. They will be called the Election Administrators.

1.3 The Elections shall be by secret ballot of all Members of the Association.

1.4 In addition to the Regulations, the Association shall be obligated to comply with;

1.4.1 The College rules, regulations and policies (including but not limited to IT, Health and Safety, bullying and harassment etc). These policies can be found within your induction documentation on the Student Portal.

1.4.2 Association rules, regulations and policies as set out in the Constitution.

1.4.3. The laws of Scotland.

1.5 The Association will hold elections for the following roles as outlined in the Articles:

i. major-union office holders

a. President

b. Vice President

ii. other non-sabbatical office holders

a. Student Officers

2 The Returning Officer

2.1 The Returning Officer shall be responsible for the overall conduct and supervision of the Elections and shall ensure that they are carried out fairly, democratically and in accordance with these Regulations.

2.2 The Returning Officer may appoint nominees to act on their behalf in the day-to-day supervision of the Elections, they will be called Election Administrators. The Returning Officer will normally be a member of the Student Services team and not a member of the SA.

2.3 The Election Administrators in acting on behalf of the Returning Officer, carry out the following functions:

2.3.1 oversee the procedure for the acceptance of nominations and the

determination and publication of valid nominations;

2.3.2 oversee and co-ordinate the promotion of elections and instructions for

students on how and when they can vote;

2.3.3 fix the date of the elections which will be then ratified by the Executive

Committee, the publication of the notices giving information about the date of

the Elections and the arrangements for the Elections;

2.3.4 support the Returning Officer in conducting the count; and

2.3.5 oversee the announcement of the result.

2.4 The Returning Officer will make rulings on complaints according to the Regulations.

Where a rule is unclear, the Returning Officer will make a ruling in the balance of probabilities having reviewed all the available evidence.

2.5 The Returning Officer will appoint a Deputy Returning Officer who shall not be a member of the Association, but who may be a member of College or Association staff.

2.5.1 The Deputy Returning Officer will oversee the day-to-day election process and co-ordinate the Election Administrators.

2.5.2 The Deputy Returning Officer will receive complaints and pass them to the Returning Officer within 48 hours of their receipt. The Returning Officer will respond to complaints within 5 working days, as per the College's Complaint Guidelines.

Further details of which can be found here:
https://www.slc.ac.uk/footer/freedom-of-information-and-complaints

2.5.3 The Deputy Returning Officer may be asked to discuss incidents and complaints with the Returning Officer in the process of reaching a decision.

2.5.4 The Deputy Returning Officer will communicate any rulings that the Returning Officer makes in writing to the candidate or member concerned.

2.6 The Returning Officer will oversee and conduct the count. They will also validate the results.

3 Nominations

3.1 Each Member shall be eligible to stand as a candidate for an Election.

3.2 A candidate may only stand for election for one officer post within the student Association election during any one election period.

3.3 The Election Administrators will post a notice on the Association's website and multiple digital channels at least 8 days of college term-time before the date on which nominations open stating the;

3.3.1 period for nominations,

3.3.2 posts for which nominations can be made,

3.3.3 places from which nomination forms can be obtained and

3.3.4 places to which completed nomination forms must be returned.

3.4 The deadline for nominations will be final and members handing in nominations late will not be included as candidates in the election. Extensions will be made if members request it before the deadline and there is a legitimate reason why the deadline cannot be met.

3.5 Candidates are encouraged to submit a manifesto alongside their completed nomination form. All manifestos received will be collated and published by the Association.

3.6 On closing of the nominations, the Election Administrators will inspect all nominations and manifestos and verify that they comply with the Regulations.

3.7 The Election Administrators will draw up a list of candidates after the close of the nominations and will post a notice on the Association noticeboard and website as soon as is reasonably practicable stating the date of the election and the arrangements for voting.

3.8 Voting will take place online. Paper versions will be available if required for accessibility requests.

3.9 The Returning Officer and the Election Administrators shall, as soon as reasonably possible, arrange a meeting at which they shall brief the candidates on the election process, rules and procedure. All candidates will be afforded an opportunity to ask questions relating to the Election at the end of the briefing.

3.10 The Candidates' Briefing is compulsory for all candidates. If candidates cannot attend, they should give notice of this to an Election Administrator before the meeting. If a candidate fails to attend without giving prior notice this may result in disqualification from the elections.

3.11 The Election Administrators will make sure every candidate is sent a copy of the election rules and process.

4 Campaigning

4.1 As soon as is reasonably practicable following the close of the nominations, a list of valid nominations and manifestos will be published by the Association.

4.2 The campaigning period shall commence at the end of the Candidates' Briefing at a time announced by the Returning Officer and shall end at the close of voting.

4.3 Campaigns should be fully transparent and accountable to the Association.

4.4 Any coverage of the Elections by the Association by whatever medium or media shall be fair and balanced. All candidates will be afforded the same opportunities to promote their candidacy.

4.5 Each candidate may receive a small budget from the Association for canvassing materials. Finances and what they can be spent on shall be confirmed at the

Candidates' Briefing.

4.5.1 Candidates must not exceed their budget limits. These are:

• Major-union officer positions: £30

• All other roles: £15

4.5.2 All candidates must submit a written list of all campaign costs, with corresponding receipts to the Election Administrators no later than 1 hour before close of voting on the final day. If candidates do not spend any money during their campaign this must be made clear on the submission.

4.5.3 Items freely and readily available to all candidates can be used without itemisation.

4.5.4 Candidates cannot spend their own money on items related to their campaign.

4.6 Candidates should not undertake campaign activity which others could not also reasonably do.

4.7 Candidates must not do anything to gain an unfair advantage and may only benefit from what is openly available to all candidates.

4.8 Candidates may only use mailing lists where lawful to do so. In most cases, this will require the consent of the members on the list to use their details.

4.9 Election material deemed to be offensive or derogatory cannot be used by any candidate or campaign team.

4.10 The Returning Officer and Election Administrators reserve the right to remove any election material which in their reasonable opinion is inappropriate.

4.11 Candidates may only alter, move or remove their own campaign materials.

4.12 “Hustings” shall be held at a designated time following the Candidates’ Briefing and shall be chaired by a nominee of the Returning Officer who is not a member of the Association.

4.13 Each candidate is encouraged to attend “Hustings”.

5 Election

5.1 The Elections for major-union officer positions shall be held no later than the final Friday in May of each academic year.

5.2 The Elections for non-sabbatical officers will be held no later than the last Friday in September of each new academic year.

5.3 In the event that following the proper conclusion of the Elections, at least one post remains vacant; a by-election for these posts shall be held.

5.3.1 For non-sabbatical officer positions a by-election shall be held in January following the new intake of students.

5.3.2 By-elections for major-union officer positions shall be held no later than the last Friday in September of the new academic year.

5.4 If, following a by-election there remain vacant non-sabbatical positions, the Executive Committee shall have the power to co-opt members into these posts. They shall be full voting members of the Executive Committee for the rest of their one term.

5.4.1 The President and Vice President positions as major-union office holders, cannot be co-opted on the Executive and, in accordance with the Education Act 1994 Section 22 must be elected in a secret ballot of all members.

5.5 The same procedure for nominations and campaigning shall apply for by-elections as set out in Clauses 3 and 4 of these regulations.

6 Voting

6.1 The responsibility for ensuring that voting is conducted in accordance with the provisions of this Clause shall rest solely with the Returning Officer.

6.2 Voting shall take place at the appropriate voting stations or electronically at times to be determined by the Returning Officer.

6.3 The locations and arrangements of voting stations and the list of candidates shall be publicised by the Association as an absolute minimum as soon as is reasonably practicable.

6.4 Members of the Association may vote upon the production of a valid College matriculation card or via secure valid electronic access.

6.5 The voting system used for elections shall be “First Past the Post”. Each eligible student will be able to cast one vote for the candidate of their choice.

6.6 The voting page shall bear a brief description for members explaining how the voting system works.

6.7 There shall be an additional candidate for each election entitled Re-Open Nominations (RON). RON is available to ensure our members have the choice to make a positive vote. RON can be selected when you don’t agree with the policies of any of the candidates standing or where you genuinely don’t think any of the candidates are the best person for the job. By voting for RON members are asking for a new election with new policies and/or candidates to take place.

6.7.1 RON, for the purposes of the count, shall be treated as a candidate, though it will not be allowed a publicity budget as allowed to the other candidates in the Election in terms of Clause 4.4.

6.7.2 If RON wins the Election, then the Election shall be re-run according the by election rules in clause 5.3 and 5.4 of these regulations.

6.7.3 In the event of a re-run of the Election, RON shall appear as an option on the ballot paper.

6.8 Candidates and their supporters must allow voters to cast their ballot freely and must not communicate with voters in any way once they have begun to complete their ballot. This means they must not be in the immediate vicinity of a voter when they are in the act of casting their vote. Every electronic device will be deemed a ballot box.

7 Administration

7.1 The Returning Officer, Deputy Returning Officer and the Election Administrators will administer the count.

7.2 Candidates are not allowed to be present at the count but may appoint a scrutiniser on their behalf.

7.3 Where appropriate, in the circumstances of any Election, the Returning Officer and the Election Administrators shall be entitled to appoint polling officers and counters.

7.4 The candidate with the most votes (i.e. first passed the post) on the first count will be deemed to be elected to that post.

7.5 In the event of a tie at the exhaustion of all transferable votes, the candidate with the highest number of first preferences shall be deemed the winner. If these are tied a coin toss shall decide the Election outcome.

7.6 The Returning Officer shall be responsible for instructing the Election Administrators to announce and publicise the results of the Election, both by way of the Association website and any other reasonable means or media deemed appropriate.

8 Candidates

8.1 Candidates must treat other candidates, students and members of the public with respect.

8.2 Candidates already in office shall be given the same privileges and restrictions as the other candidates in the Election.

8.3 Candidates must not undermine the fair and democratic running of elections.

8.4 Candidates must not break the law, college specific regulations or general Association policy including the Code of Conduct.

8.5 Candidates must have a commitment to anti-racism in line with our Values of Promoting Equality and Diversity, as written in the Articles.

9 Tenure of Office

9.1 The tenure of office for the President and Vice President shall be a 12-month period commencing 1st July in the same year as the election from which they were elected to that post.

9.2 Training will be undertaken to enable the President and Vice President to fulfil their roles.

9.3 Depending on their original College status and the Education Act 1994, Section 22, the President and Vice President may stand for re-election at the close of their first tenure of office.

9.4 The maximum period of office of the President and Vice President (major-union office holders) which may be held by an individual candidate is 2 tenures.

9.5 There shall be no restriction on the number of times members can stand for election to the non-major office holder positions.

9.6 An officer may not run for re-election of any position if they have held that named position for a period of up to 2 years.

10 Complaints and Appeals

10.1 If a student believes that a candidate or their campaign team is in breach of the rules, they may submit a complaint to the Deputy Returning Officer who will pass the information to the Returning Officer as soon as is reasonably practicable. All complaints should contain the following information:

- Which of the guiding principles the candidate is alleged to have breached?
- Information about the nature of the complaint, including where relevant, dates, times and locations
- An idea of what the complainant wants to happen as a result of the complaint
- Supporting evidence to back up the complaint

10.2 The Returning Officer will investigate the complaint and determine whether it will be upheld. If upheld, possible courses of action can include, but are not limited to, the following:

- A public warning
- Directing candidates to remove election materials/delete social media posts
- Suspending a candidate's campaigning activities for a given period of time
- In extreme circumstances, the Returning Officer may disqualify a candidate

10.3 The deadline for the submission of complaints is one hour after the close of polling. Complaints must be submitted to either the Returning Officer or Deputy Returning Officer.

10.4 The Returning Officer reserves the right to investigate any unsound activity and make any rulings which are fair and reasonable in all the circumstances.

10.5 Disqualified candidates may appeal the decision of the Returning Officer in writing to a member of College staff appointed by the Executive Board, who shall set up an appropriate appeal panel. The appeal panel will not include any individuals involved in a candidate's campaign.

10.6 Options open to the Appeal Panel include but are not limited to;

• upholding or dismissing the appeal;

• request a re-running of the election;

• any other reasonable request.

Schedule Two

Clubs and Societies

1 Setting up a Club or Society

1.1 No club or society may receive funds from the Association or use Association facilities without recognition in each academic year from the Executive Committee.

1.2 To be considered for recognition, the club or society will present before the Executive Committee an acceptable constitution, a plan of activities and a list of prospective members in accordance with the clubs and societies schedule.

1.3 No club or society will be recognised if its objectives conflict with those of the Association. However, this restriction cannot be interpreted to prevent the establishment of political, religious or ethnically based clubs and societies.

1.4 Any club or society wishing to be recognised by the Association will present before the Executive Committee:

• A list of 10 signatures from members

• The proposed membership fee

• A constitution for the club or society to include:

1.4.1 the name of the club/society;

1.4.2 the aims and objectives of the club/society (which cannot be contrary to those of the Association);

1.4.3 regulations relating to membership eligibility to the club/society;

1.4.4 provision for the election of a committee for the club/society to include as a minimum a chairperson, a secretary and a treasurer;

1.4.5 the responsibilities of the committee;

1.4.6 provision for general meetings for all members of the club or society;

1.4.7 provision for an annual general meeting for the presentation and approval of income and expenditure accounts;

1.4.8 provision for the Association statement on equal opportunities.

2 Money for Clubs and Societies

2.1 The Executive Committee will earmark a sum in the Association budget which will grant aid for all recognised Clubs and Societies.

2.2 To receive funding an eligible Club/Society will submit a budget proposal to the Executive Committee before their AGM.

2.3 The Executive Committee will decide on the allocation of funds for Clubs and Societies depending on the level of activity in the club/society; the number of members it has and any special equipment or travel considerations.

2.4 The allocations will be reviewed in Executive Committee meetings, to be held once a term.

3 Meetings of Clubs and Societies

3.1 A quarterly general meeting of each society will be held starting from the end of

September of each academic year with quorum being a minimum of 50% of membership.

Meetings can be held and attended online in order to ensure quoracy is met.

3.2 Each club will elect a representative from each group to attend the monthly meetings with an Association Officer.

4 Responsibilities of Clubs and Societies

4.1 No-one from a club or society may commit either the club or society or the Association to any expenditure, without prior authorisation through the Association's budgetary control system.

4.2 The club or society will be responsible for promoting itself during induction week to encourage new membership.

4.3 All clubs and societies' committees will produce an activity report and an income/expenditure sheet to the Executive Committee at the end of each term.

4.4The club or society will hold no funds or independent bank accounts whatsoever outside the Association accounts.

4.5 The chairperson of the club/society will be responsible for the smooth running of any social events or activities and convening general meetings.

4.6 The club or society will be responsible for publicising general meetings, providing agendas and taking minutes of the meetings.

4.7 The Executive Committee will ensure all expenditure is legitimate, does not exceed the club or society's allocation for that year and there is an accurate list of all equipment purchased. Any equipment purchased will be returned to the Association at the end of the academic year.

4.8 Any income received by a club or society must be paid directly to the Association with annual accounts being lodged with the Association at the end of the academic year.

4.9 Failure to abide by these regulations and the Association's Constitution may result in suspension of the club or society by the Executive Committee.

4.10 Each leader of a club or society must sign the disclosure form showing that they have read the terms and conditions that apply for clubs and societies within the Association as Shown in Appendix 5.

Schedule Three

Meeting Regulations

1 The Executive Committee

The business of the Association will be divided into two parts:

a) College Business: to discuss any matters relating to student members associated with their education and other college issues.

b) Association business: to discuss all other issues of interest to members.

2 Who can Attend?

2.1 All members of the Executive Committee are expected to attend meetings and if they can't, apologies should be submitted to the Chair before the scheduled time and date. Any member who fails to attend two consecutive meetings, without providing apologies and their reason being acceptable to the Executive Committee, will be deemed to have resigned.

2.2 Any full member of the Association may attend meetings. Individuals who are not members of the Association wishing to attend a meeting must receive permission from the meeting by submitting a request to the Chair. The Chair will then vote on whether they may attend.

3 Who May Speak?

3.1 Any full member of the Executive Committee may speak at meetings.

3.2 Any full member of the Association may attend and speak with the permission of the meeting. Members of SLC Senior Leadership Team may attend and speak on the business part of the meeting, unless the meeting requests they do not. Any other individual may attend and speak as a guest, if invited to do so by the Executive Committee.

4 Who May Vote?

4.1 Only members of the Executive Committee who are present at the meeting may vote.

4.2 The Chair may not vote unless the vote is tied, then they will have the casting vote.

5 How Things Get Done

5.1 All items for discussion will be submitted to the President 5 days before the meeting. Proposed amendments to the Constitution or Schedules must be submitted 7 days before the meeting takes place.

5.2 All debates require the signatures of 2 full Association members, the proposer and seconder.

5.3 The President will publicise details of all Executive Meetings on the Association noticeboards and publications 10 days before they take place.

5.4 Any full member of the Association can propose changes to debates. Changes require the signatures of at least 2 members and must be submitted 2 college days before the meeting takes place.

6 Who Runs the Meeting?

6.1 The President is responsible for the agenda and publicising the meeting.

6.2 The President will chair the Executive Committee meetings. If they are absent or relinquish the Chair, it will be taken by the Vice President or another member of the Executive Committee.

6.3 In the event of any situation arising that is not already covered by meeting regulations, then the Chairperson will decide the procedure to be adopted, subject to the Executive Committee's approval.

6.4 If the Chair is in conflict or alleged to be in confliction with the item under discussion, the Chair will resign to the Deputy Chair for the duration of that item's discussion.

7 What is Discussed at Meetings?

7.1 The agenda of the meeting will normally be taken in the following order:

a) College Business

- Welcome from the Chair
- Checking the minutes of the previous meeting for accuracy
- Matters arising from the minutes of the last meeting
- Reports from the senior management team
- Management question time
- Education issues

b) Association Business

- Checking the minutes of the previous meeting for accuracy
- Matters arising from the minutes of the last meeting
- Reports from the Executive Committee
- Reports from the Board of Management
- Other reports
- Executive question time
- Debates
- Discussion groups
- Any other business

7.2 The meeting will have the right to table the following items collectively as a consent agenda, provided written reports and minutes have been distributed in advance:

- Checking the minutes of the previous meeting for accuracy
- Matters arising from the minutes of the last meeting
- Reports from the Executive Committee
- Reports from the Board of Management

7.3 Any member can request any item to be discussed in full, provided notice has been given before the meeting.

7.4 All debates will run as follows:

The proposer of the debate will make a speech, any changes to the debate will be raised in accordance with clause 3.2 of these.

- regulations
- The Chair will invite a speech against the debate
- The Chair will balance the number of speeches for and against in the debate
- The Chair will invite any questions or statements relating to the debate
- The proposer will then have an opportunity to sum up
- The vote is then taken

8 Changes to the Debate

8.1 Any changes will run as follows:

- Changes to the debate will be raised after the proposer has spoken
- The Chair will invite and take a speech against the change
- The Chair should attempt to balance the number of speeches for and against any changes
- The Chair will leave time before the vote for questions and statements
- When all the changes have been voted upon, the main debate will be discussed and voted upon.

9 General Rules

9.1 Every debate will have a proposer and seconder.

9.2 Any motion can only be withdrawn with the consent of the meeting.

9.3 Debates require a simple majority decision unless otherwise specified in the Constitution.

9.4 Emergency debates are discussed if other matters have arisen since the original submission date of debate and must have a two thirds majority vote for discussion at this debate. The debate is then submitted in writing to the Chair before the debate takes place.

Schedule Four

Finance regulations

The Association is responsible for ensuring that the funds provided to it are used only in accordance with the Education Act 1994, the Code of Practice for the Association, the requirements of the charity legislation and any other statutory rights applicable to the Association.

The Association is governed by law relating to educational charities. Though, while it may spend money on political debate, it may not support political or other causes which have nothing to do with its members' education or welfare as students. The Association receives funds from the College Board of Management to assist with operational costs.

The Association is a separate entity from the College, run by the students for the benefit of the students. The College recognises that students may require advice and some assistance from College finance staff in the design and operation of financial procedures and the College will provide this as required. The operation of these financial procedures is the responsibility of the Association officers. From an operational perspective, the student funds will be monitored by the College Finance Department throughout the year.

General

1 The Executive Committee will be responsible, with support from the College's nominated finance manager, for conducting the financial affairs of the Association fairly and honestly and with all due diligence to maintain solvency.

2 Out-with the sitting period of the Executive of the Association the Presidential Team can authorise budget proposals.

3 The Executive will prepare a forecast of their spending at the beginning of the financial year (operating from 1st August to 31st July) which will be presented to the College's nominated finance manager for approval.

4 The Board of Management will consider and at its discretion, approve an annual budget allocation to the Association, which will be monitored by the College's nominated finance manager.

5 The Association will operate all its finances under separate codes within the College's financial systems. The Association, its clubs, societies and committees will not hold a bank account separate from the College's accounts. The Association will not incur a deficit without prior approval of the College.

5 Collecting Money

The Finance Officer, under Board of Management supervision, is responsible for the collection of all money and should be promptly notified of any money due to or owed to the Association.

6 Contracts

6.1 No financial agreement, e.g. a leasing contract, can be entered into directly by the Association. The College will assist the Association by purchasing goods on credit terms in line with their own purchasing procedures.

6.2 Purchases can be authorised by the President or Vice-President up to £100. The Head of Student Services can authorise any over £100.

6.3 All purchases should be charged to the College's nominal ledger code (930382) for Student Association Funds from where they will be re-allocated when preparing the Association accounts.

7 Financial Statements

7.1 Areas of proposed expenditure will be drawn up by the Board of Management and approved by the Executive Committee in June.

7.2 The Finance Officer, under the direction of the Board of Management, will provide the Executive Committee with a financial statement once per annum.

8 Loan Agreements

8.1 No loan agreement can be entered into by the Executive Committee.

9 Security and Insurance

9.1 The Association is responsible for maintaining proper security at all times of stock, stores, furniture, equipment, cash and any other assets under its control. The Association office should be locked if unoccupied. Office keys will be held by the President, the Vice-President and the Head of Student Services.

9.2 The Board of Management will inform the Executive Committee in any case where security is thought to be defective or where special security measures need to be put in place.

9.3 The Board of Management is responsible for ensuring the proper insurance cover is in place including fire risks, theft, damage or loss of property and employers' liability.

10 Events

10.1 All events undertaken or provided by the Association must be costed and budgets prepared.

10.2 The President and the Finance Officer, under the direction of the Board of

Management, will draw up a proposed entertainment budget annually, subject to

ratification by the Association.

10.3 Records of all event expenditure must be kept. If expenditure is likely to exceed the proposed budget the Finance Officer will inform the Board of Management. The Association, under the direction of the Executive Committee, is responsible for ensuring budgets are not exceeded, unless there has been prior approval.

11 Expenses to Association Members

11.1 Any member of the Executive Committee can receive expenses for pre-approved costs incurred while on Association business.

11.2 A Petty Cash form should be completed, signed by the claimant and authorised as detailed in Schedule 12.1.

11.3 Receipts must be provided for all purchases and stapled to the petty cash claim form.

11.4 Petty cash forms will be numbered sequentially, referenced to the petty cash book and retained by the Association.

12 Petty Cash

12.1 Petty cash can be requested in advance of purchase from the President or Vice President who will complete the funding advance form with the claimant. If the President or Vice-President are unavailable refer to the College Financial Accountant or Head of Student Services.
12.2 A funding advance form must be prepared for all cash advance requests. A copy of the completed, signed and approved form should be presented to the Association office.
12.3 The funding advance form must be retained to record the advance and document receipts and monies returned for accounting purposes.
12.4 The President and Vice-President can authorise petty cash advances to a maximum of £100. Anything more than this can be authorised by the Head of Student Services. In the absence of the Head of Student Services the College Financial Accountant or the Head of Finance can authorise advances of more than £100.
12.5 Segregation Duties apply, and no one can authorise their own cash advance request.
12.6 Funding Advance Forms are available from the Association office and funds will be paid from here for successful applications.
12.7 Receipts and any money remaining must be returned to the Association office within 48 hours of receiving the advance, unless exceptional circumstances apply. The Association will retain all receipts for audit purposes.

13 Donations

13.1 The Association will not make any donations or affiliations to any organisation outside the aims and objectives of the Association. Association facilities may be used for special events to raise money for a specific charity or cause. Only the net profit from such events can be passed onto the charity.
13.2 Any member of the Executive Committee under the age of 18 cannot sign contracts, financial agreements, authorise any expenditure, take responsibility for budgets or make any financial decisions.

Schedule Five:

Job Descriptions

1 The President
The role of President will be a full-time paid post with a tenure of 1 year. The holder will enter into an employment contract with South Lanarkshire College. The President will be afforded office space by the College and will be based within the College campus.

The President will:
1.1 Be the figurehead of the Students' Association and endeavour to involve as many students as possible in the Association.
1.2 Be the Student Governor on the College Board of Management with the periods of office to coincide with the duration of holding sabbatical office.
1.3 Attend any relevant meetings and act as the representative for students and their experiences.
1.4 Work to improve the education experience of students at SLC.
1.5 Work closely with key support staff to ensure the College's commitment to social responsibilities and environmental sustainability is maintained and is embedded in the work of the Association.
1.6 Liaise with the Principal though bi-monthly meetings to ensure that the College are kept abreast of student issues and the work of the Association.
1.7 Coordinate all Student Association campaigns.
1.8 Be responsible for their own training requirements, as well as the line management and necessary training of the Executive Officers and the Support Officer within the Association.
1.9 Collate student feedback for the purpose of effectively representing students to the College and external organisations.
1.10 Welcome students during office hours to support and signpost them to either staff or resources within the College or externally for further advice and guidance.
1.11 Support students through disciplinary and appeal proceedings and accompany them to meetings as their representative.
1.12 Work with relevant stakeholders to improve and enhance the student experience.
1.13 Be the official spokesperson of the Students' Association to the media and other external bodies on behalf of the students.
1.14. Coordinate and Chair the meetings of the Executive Committee.
1.15 Liaise with the National Union of Students (NUS) and the local NUS area organisation.

1.16 Work closely with the Quality and Learning & Innovation team to strengthen student voice and engagement through collaboration, student feedback, and co-creation, while supporting continuous improvement across the student journey.

This list is not exhaustive and there may be other activities relevant to their role that the President is required to carry out throughout their term in office.

2 The Vice President

The Vice President will be a flexible part-time role with a tenure of 1 year. The holder will enter into an employment contract with South Lanarkshire College. The Vice-President will be afforded office space by the College and will be based within the College campus.

The Vice-President will:

2.1 Act as the President's deputy in all matters.

2.2 Act as Chair of the Executive Committee in the President's absence.

2.3 Be a member of the College Board of Management.

2.4 Campaign on non-educational aspects of the student experience including, but not limited to; travel, money, access, retention, extra-curricular activities, wellbeing, and mental health.

2.5 Sit on College Committees relevant to the role and act as the student representative.

2.6 Work closely with key staff to ensure the College's commitment to social responsibility and environmental sustainability is maintained and is embedded in the work of the Association.

2.7 Collate student feedback for the purpose of effectively representing students to the College and external organisations.

2.8 Welcome students during office hours to support and signpost them to either staff or resources within the College or externally for further advice and guidance.

2.9 Work with relevant stakeholders to improve and enhance the student experience.

2.10 Attend training relevant to their role as a representative and Board member.

2.11 Work closely with the Quality and Learning & Innovation team to strengthen student voice and engagement through collaboration, student feedback, and co-creation, supporting continuous improvement across the student journey.

This list is not exhaustive and there may be other activities relevant to their role that the Vice President is required to carry out throughout their term in office.



#StartingSLC

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Accounting Policies for Financial Statements 2025/26
REFERENCE	08.0
AUTHOR AND CONTACT DETAILS	Elaine McKechnie Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	To present and seek approval from Members for the accounting policies within the Financial Statements for year ended 31 July 2026.
KEY RECOMMENDATIONS/ DECISIONS:	The Board is asked to: • Note and approve the proposed accounting policies contained within the appendix. • Note that the policies are not expected to change from last year however there may be narrative changes to policies ahead, such as income recognition and recognition of operating leases on the balance which will need to be put in place to ensure reporting in 2026/27 is accurate.
RISKS	The main risks in failing to adhere to accounting policies are to: • Going concern due to poor financial oversight and management; • operational failure as financial Statements are a prerequisite for contracts and for continued central funding, and • statutory non-compliance with sponsors, the Scottish Funding Council, Audit Scotland and, ultimately, the Scottish Parliament.
RELEVANT STRATEGIC AIM:	• The Student Experience • Culture and People Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• The Board is asked to review and agree the anticipated accounting policies for use within the financial statements. • No updates are proposed to accounting policies this year.

1. INTRODUCTION

1.1. This paper provides an overview of the College's anticipated accounting policies for use within the Financial Statements for the year ended 31st July 2026.

2 BACKGROUND

2.1 Accounting policies are the rules and guidelines that are selected by the College for use in preparing and presenting its financial statements. Accounting policies are important, as they set a framework, which all Colleges follow, and provide comparable and consistent standard financial statements across years and relative to other Colleges.

2.1 The financial statements are prepared in accordance with the Statement of Recommended Practice (SORP) 2019: 'Accounting for Further and Higher Education' and the 2023/24 Government Financial Reporting Manual (FReM) issued by the Scottish Government and in accordance with Financial Reporting Standards (FRS 102). The College is a public benefit entity and therefore applies the public benefit requirements of FRS102. They conform to relevant parts of the Scottish Public Finance Manual (SPFM), the Accounts Direction and other guidance issued by the Scottish Funding Council (SFC).

2.2 Significant accounting policies should be disclosed particularly in the event of a change in policy or in relation to a material item. The accounting policy for a particular item within the financial statements may be disclosed within the note for that item.

3 PROPOSED CHANGES

3.1 Minor changes in the 2026 FE/HE SORP relate mainly to enhanced clarification, presentation and disclosure guidance. While the College has reviewed these updates carefully to ensure that disclosures and narrative reporting remain compliant with the revised SORP, no further material changes to accounting policies affecting recognition or measurement have been identified.

3.2 The Committee is also advised that the College has not engaged in any activity during the year which would require a change or introduction of an additional accounting policy.

3.3 Nevertheless, the Committee is asked to note that there will be changes ahead in 2026/27, owing to the implementation of income recognition policy amendments and the incorporation of operating leases onto the balance sheet.

3.4 The College is therefore continuing to work towards changes ahead, ensuring readiness for the new requirements this year. The College will provide further updates on the impact of the proposed SORP updates at a subsequent Committee meeting.

4 RESOURCE IMPLICATIONS

4.1 The successful compilation of the Financial Statements is dependent on compliance with these policies.

4.2 The College must ensure that its knowledge is up to date on all accounting policies to ensure the accuracy of the accounts that they prepare.

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 main risks in failing to adhere to accounting policies are to:

6.1.1 Going concern due to poor financial oversight and management of results;
6.1.2 operational failure as financial Statements are a prerequisite for contracts and for continued central funding, and
6.1.3 statutory non-compliance with sponsors and other bodies such as the Scottish Funding Council, Audit Scotland and, ultimately, the Scottish Parliament.

7 RECOMMENDATIONS

7.1 The Board is asked to:
7.1.1 Note and approve the proposed accounting policies contained within the appendix.

APPENDIX 1 STATEMENT OF PRINCIPAL ACCOUNTING POLICIES

Basis of Preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) 2019: 'Accounting for Further and Higher Education' and the 2024/25 Government Financial Reporting Manual (FReM) issued by the Scottish Government and in accordance with Financial Reporting Standards (FRS 102). The College is a public benefit entity and has therefore applied the public benefit requirements of FRS102. They conform to relevant parts of the Scottish Public Finance Manual (SPFM), the Accounts Direction and other guidance issued by the Scottish Funding Council.

The annual financial statements have been prepared on a 'going concern' basis. For further information refer to the Going Concern section in the Accountability Report on page 48.

Accounting Standards Issued but Not Yet Effective

At the date of approval of these financial statements, certain new or revised accounting standards and interpretations are not yet effective and have therefore not been adopted by the College. FRS 102 Amendments (Periodic Review 2025) has introduced changes to revenue recognition, lease accounting, and financial instruments presentation, which will be effective for accounting periods commencing on or after 1 January 2026. The College is currently undertaking a preliminary assessment of the likely impact of these changes and will ensure compliance in future reporting periods from 1 August 2026.

Basis of Accounting

The financial statements are prepared under the historical cost convention modified by the revaluation of land and buildings.

The accounting policies contained in the FReM apply International Reporting Standards as adapted or interpreted for the public sector context. Where the FReM is contradicted by the SORP, the SORP has taken precedence. The particular policies adopted by the College in dealing with items that are considered material to the financial statements are set out below.

Income recognition

Income from the sale of goods or services is credited to the Statement of Comprehensive Income (SOCI) when the goods or services are supplied to the external customers, or the terms of the contract have been satisfied.

Fee income is stated gross of any expenditure and credited to the SOCI over the period in which students are studying. Investment income is credited to the statement of comprehensive income and expenditure on a receivable basis.

Funds the College receives and disburses as paying agent on behalf of a funding body are excluded from the income and expenditure of the College where the College is exposed to minimal risk or enjoys minimal economic benefit related to the transaction.

Grant Funding

Government revenue grants including Funding Council block grant are recognised in income over the periods in which the College recognises the related costs for which the grant is intended to compensate. Where part of a government grant is deferred, it is recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate.

Grants from non-government sources are recognised in income when the College is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

Donations and endowments

Non-exchange transactions without performance related conditions are donations and endowments. Donations and endowments with donor-imposed restrictions are recognised in income in the SOCI at the point when the College is entitled to the funds. They are subsequently retained within a restricted reserve until such time that expenditure is incurred in line with such restrictions at which point the income is released to unrestricted reserves through a reserves transfer. Donations with no restrictions are recognised in income in the SOCI when the College is entitled to the funds.

Investment income and appreciation of endowments is recorded in income in the year in which it arises and as either restricted or unrestricted income according to the terms of the restriction applied to the individual endowment fund.

There are four main types of donations and endowments identified within reserves:

1. Restricted donations - the donor has specified that the donation must be used for a particular objective;
2. Unrestricted permanent endowments - the donor has specified that the fund is to be permanently invested to generate an income stream for the general benefit of the College;
3. Restricted expendable endowments - the donor has specified a particular objective other than the purchase or construction of tangible fixed assets, and the College has the power to use the capital;
4. Restricted permanent endowments - the donor has specified that the fund is to be permanently invested to generate an income stream to be applied to a particular objective.

Capital grants

Government capital grants are recognised in income over the expected useful life of the asset. Other capital grants are recognised in income when the College is entitled to the funds subject to any performance related conditions being met.

Fixed Assets

The College's buildings are specialised buildings and are revalued to fair value. They are revalued on a three-year cycle unless there is evidence of a material movement in them. Buildings, including the College's eco-house, are depreciated over their expected remaining useful economic life with no residual value, as assessed by an independent, qualified valuer. Land is not depreciated.

A full revaluation on land and buildings is carried out every three years with an interim indexation valuation annually or whenever market conditions require such a valuation.

Revaluation increases are recognised in Other Comprehensive Income with a corresponding entry to equity under the heading of Revaluation Reserve. except to the extent that the valuation reverses a revaluation decrease of the same asset previously recognised in Other Comprehensive Income.

Revaluation decreases in carrying amount are recognized directly in the statement of income and expenditure, except to the extent of any existing revaluation surplus in respect of that asset, in which case the decrease is recognized in Other Comprehensive Income to offset any previously accumulated revaluation reserve surplus.

Based on the most recent full revaluation as at 31 July 2024, buildings have been depreciated over their expected useful economic life within the following major components:

	Building Structure	Building services	Roof
Main Building	43 years	17 years	43 years
Annexe	52 years	17 years	52 years
Eco-House	27 years	12 years	27 years

The College employs a £10,000 threshold for capitalisation of fixed assets and assets purchased in year are only charged 6 months depreciation. Capital items that fall below the £10,000 threshold for capitalisation will be charged directly to the Income and Expenditure account in the period of purchase, and where applicable will have capital grant funding released against these items. This covers mainly lower value items from the college estate. Individual assets whose costs fall below the threshold but are of a similar type are grouped.

Where assets are purchased with the aid of government capital grants, they are capitalised and depreciated per the rates shown below. Government capital grants relating to specific capital expenditure on depreciable assets are treated as a deferred credit and are recognised in income on a systematic basis over the expected useful lives of the assets to which the grants relate.

A review for impairment of fixed assets is carried out at each reporting date.

Other fixed assets are carried at depreciated historical cost, which is used as a proxy for fair value. Depreciated historical cost is deemed to be more appropriate than revaluing other assets, as it is common for such assets to reduce in value, rather than increase, as they are utilised by the College.

Surpluses arising on the revaluation of the College's properties are transferred to the revaluation reserve. Additional depreciation on the revalued amount of these assets is transferred from revaluation reserve to unrestricted reserve together with any surplus or deficit on disposal.

Intangible Assets

Intangible assets are carried at fair value, these include software or development costs. They are amortised on a straight-line basis over estimated useful lives of four years. The college shall recognise an intangible asset only if:

(a) it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
(b) the cost or value of the asset can be measured reliably.

The College employs a £10,000 threshold for capitalization of intangible assets and assets purchased in year are only charge 6 months depreciation.

Depreciation

Depreciation is charged over the estimated useful life of the asset to the residual value of the asset where appropriate on a straight-line basis. Depreciation rates used are as follows:

Land	Land is not depreciated
Buildings	From 17 to 52 years
Furniture & Fittings	4 years
Computer Equipment	4 years
Intangible Assets	4 years
Plant & Equipment	From 10 to 25 years
Eco-House	From 12 to 27 years
Motor Vehicles	3 years

Stocks

Stocks are stated at the lower of cost and net realisable value.

Accounting for Retirement Benefits

All members of staff have the option of joining a pension scheme. The schemes currently open to members of staff are the Scottish Teachers' Superannuation Scheme (STSS) and the Strathclyde Pension Fund (SPF). These schemes are defined benefit schemes which are externally funded.

Full provision has been made for those pension costs which do not arise from external defined benefit schemes.

Defined Benefit Schemes

Defined benefit schemes are post-employment benefit plans other than defined contribution schemes. Under defined benefit schemes, the College's obligation is to provide the agreed benefits to current and former employees, and actuarial risk (that benefits will cost more or less than expected) and investment risk (that returns on assets set aside to fund the benefits will differ from expectations) are borne, in substance, by the College. The College should recognise a liability for its obligations under defined benefit schemes net of plan assets. This net defined benefit liability is measured as the estimated amount of benefit that employees have earned in return for their service in the current and prior periods, discounted to determine its present value, less the fair value (at bid price) of scheme assets. The calculation is performed by a qualified actuary using the projected unit credit method. Where the calculation results in a net asset, recognition of the asset is limited to the extent to which the College is able to recover the surplus either through reduced contributions in the future or through refunds from the scheme.

Strathclyde Pension Fund

The Strathclyde Pension Fund is a pension scheme providing benefits based on pensionable pay. The assets and liabilities of the scheme are held separately from those of the College. Pension scheme assets are measured using market values. Pension scheme liabilities are measured using a projected

unit method and discounted at the current rate of return on a high- quality corporate bond of equivalent term and currency to the liability. Contributions to the Scheme are determined by an actuary on the basis of triennial valuations using the Age Attained Method. Variations from regular cost are spread over the expected average remaining working lifetime of members of the schemes, after making allowances for future withdrawals. The amount charged to the SOCI represents the service cost expected to arise from employee service in the current period.

Scottish Teachers' Superannuation Scheme

The College participates in the Scottish Teachers' Superannuation Scheme pension scheme providing benefits based on pensionable pay. The assets of the scheme are held separately from those of the College. The College is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the income and expenditure account represents the contributions payable to the scheme in respect of the period.

Employment benefits

Short-term employment benefits such as salaries and compensated absences are recognised as an expense in the year in which the employees render service to the College. Any unused benefits are accrued and measured as the additional amount the College expects to pay as a result of the unused entitlement.

Cash and cash equivalents

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

Financial liabilities and equity

Financial liabilities and equity are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

Taxation

The College has been entered into the Scottish Charity Register and is entitled, in accordance with section 13(1) of the Charities and Trustee Investment (Scotland) Act 2005, to refer to itself as a Charity registered in Scotland. The College is recognised by HM Revenue and Customs as a charity for the purposes of section 505, Income and Corporation Taxes Act 1988 and is exempt from Corporation Tax and Capital Gains Tax on its charitable activities. The College receives no similar exemption in respect of Value Added Tax. Irrecoverable VAT is charged to SOCI in the year in which it is incurred.

Maintenance of Premises

The costs of maintaining College premises are charged to the SOCI in the year in which they are incurred.

Operating Leases

Costs in respect of operating leases are charged on a straight-line basis over the lease term. Any lease premiums or incentives are spread over the lease term.

Reserves

Reserves are classified as restricted or unrestricted. Restricted endowment reserves include balances which, through endowment to the College, are held as a permanently restricted fund which the College must hold in perpetuity. Other restricted reserves include balances where the donor has designated a specific purpose and therefore the College is restricted in the use of these funds.

Provisions, contingent liabilities and contingent assets

Provisions are recognised in the financial statements when:

a. the College has a present obligation (legal or constructive) as a result of a past event;

b. it is probable that an outflow of economic benefits will be required to settle the obligation; and

c. a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

A contingent liability arises from a past event that gives the College a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required, or the amount of the obligation cannot be measured reliably.

A contingent asset arises where an event has taken place that gives the College a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College.

Contingent assets and liabilities are not recognised in the Balance Sheet but are disclosed in the notes to the financial statements.

Changes in accounting policy

There were no changes in accounting policies in the year.

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Draft Financial Forecast Return (FFR): Commentary 2026 – 2029
REFERENCE	09
AUTHOR AND CONTACT DETAILS	Elaine McKechnie Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	• To explain how the financial forecasts represent the College's strategic plan. • To enable a full understanding of key aspects of the financial forecast. • To explain the actions taken by the College to remain sustainable and financially viable, including financial and non-financial impact of cost saving measures. • To explain the impact of any other scenarios considered by the College. • To explain any potential alternative options to reach a more optimal position for the College.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: • Note the contents of the report and the financial analysis attached; which was submitted to the Scottish Funding Council on 30 June 2026. • Note that the College remains committed to its endeavour to return to a balanced budget across the period of 2026 – 2029 but must be realistic in these forecasts to reflect only current, known circumstances. • Note that the FFR remains in 'draft' until such point that the Finance & Resource Committee and Board approve the forecasts for 2027/28 and 2028/29.
RISK	• Going concern - the College cannot financially support its operations due to reduced funding • Business risk – the College needs to drive commercial income but there is uncertainty of income due to unknown demand, competition, costs and regulations. • Reputation risk – the impact on staff and students of any strategic decisions it makes to secure the College's future viability. • Legal risks – potential exposure to lawsuits for failing to follow through due process and procedure fairly and in compliance with legislation and other external bodies, such the SFC. • Failure of financial controls – the Finance team is lean in number following the resignation of the Head of

	Finance in June 2026 and the ongoing absence of the Depute Head of Finance due to ill health. With such reduced headcount, the team is not sufficiently resourced to perform a vital level of scrutiny and oversight of financial data to ensure accurate reporting.
RELEVANT STRATEGIC AIM:	• Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• The report sets out the context for the FFR in relation to the College's strategic direction. Growth and innovation remain fundamental to the College's pursuit of future sustainability, considering growing cost pressures in the form of increasing pay awards and general inflationary increases. • The FFR confirms that the College will likely have a cash balance of £0.9M by 2028/29 but does have significant work to do to grow income streams now that there is a full complement of staff within the Business Innovation and Development (BID) team. • The College will continue to target greater collaboration and partnership working across the next 3 years to reduce reliance on SFC funding although notes significant barriers to this in the form of national bargaining and lack of ability for investment and borrowing to support new activity. • Within its alternative funding scenario presented in the FFR, the College remains open to bringing modern apprenticeships in house as its own managing agent. • The College commits to close financial monitoring and adherence to its financial contingency measures set out in section 8 to mitigate against risks.

1 INTRODUCTION

1.1. South Lanarkshire College's (SLC) Strategy 2030 underpins the FFR with its focus on four key priority areas:

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

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

1.1.3. **Growth and Innovation:** To provide an estate and digital infrastructure for 21st century learning, and to collaborate on innovative and mutually beneficial partnerships.

1.1.4. **Sustainability:** To be a future proofed independent and financially viable organisation able to invest and collaborate for growth and resilience, and to work towards achieving a Net Zero campus.

1.2. The College has had an external focus across the 2025-26 year and will continue to do so as it continues to work on shaping a devolution proposition for the Glasgow City Region.

1.3. These priorities are also reflected within human resource management policies and the College's estates approach to ensure alignment of activity that enables the fulfilment of an ambitious Strategy 2030. Together, they have been reflected in the forecasts in a variety of ways:

1.4. **Student experience:**

1.4.1. The College is planning to launch new provision, such as electrical engineering, and continues to expand its provision in response to demand within areas such as green skills, health and social care and English for Speakers of Other Languages (ESOL);

1.4.2. The enhancement of the Quality unit at the College to include Learning and Teaching and Innovation in 2025/26 will also continue to support teaching quality by ensuring continued professional development (CPD) for staff and the opportunity to explore and utilise digital pedagogy tools to enhance student experience.

1.4.3. The reallocation of Extended Learning Support within Student Services from Curriculum areas is expected to offer a more holistic support for students, ensuring that access to education is available and accessible for all. Furthermore, the inclusion of budget for student counsellors also supports the College in prioritising student wellbeing, with feedback and data to suggest that this service improves the likelihood of course completion for those students requiring additional support.

1.4.4. Towards the end of 2025/26, the College has also engaged in the services of an architectural consultancy to review the Campus design and make suggestions for improvements. The College has a clear focus on student needs and any material changes proposed for the Estate will centre on enhancing the learning environment for all students. Within capital grant amortisation, it is therefore assumed that a larger component of funding across 2026/27 and beyond will be used to implement more substantial design changes to the building which will afford a slower release of associated income across a longer period (40 years).

1.5. **People and Culture:**

1.5.1. The forecasts reflect at least the required accruals for pay awards as advised by the SFC, with an additional accrual in 2026/27 owing to up-to-date information on likely pay awards for lecturing staff (nearer 4%, not 3.4%).

1.5.2. There continues to be financial investment in Staff Development Days each year to support staff wellbeing and CPD. These activities are embedded within the College's employee engagement strategy in which staff voice is encouraged to ensure a transparent and fair work environment in which staff are valued and respected for their individual and collective contributions to the workforce.

1.5.3. A need for additional resource within People Services has been identified within budget 2026/27 at a cost of £50k to more fully support the heightened workload of the team, ensuring that the department can be responsive to staff needs on a timely basis.

1.6. **Growth and Innovation:**

1.6.1. The College intends to grow and diversify income to a greater extent in 2026-27 and beyond, following the appointment of a Head of Business Innovation and Development (BID) in May 2026.

1.6.2. This will take the form of growing full cost recovery course offerings within curriculum areas, investigation of new funded opportunities and greater utilisation of assets including the rental of spaces on campus by external third parties. As the longer-term financial plan is still being formed, the financial forecasts include growth in commercial income of £50k annually.

1.6.3. The College cannot commit to larger growth without a fully devised and realistic plan in place but recognises that it will likely benefit from additional funding streams that will naturally appear in response to changing Government priorities. However, the forecast assumes a worst-case scenario with 2026-27 funding streams (such as the Training Access Fund and Raising Income through Skills and Education) that have not been confirmed for 2027-28 and 2028-29 remaining excluded from subsequent years.

1.6.4. The College continues to expand partnership opportunities with the local authorities and other organisations but recognises that these are early-stage discussions and so no additional income, or quantified cost savings, have been detailed within these forecasts.

1.7. Given the continued absence of multi-year funding settlements and the lack of certainty over funding assumptions, it continues to be a financially volatile landscape in which Scottish Colleges operate. Nevertheless, SLC is committed to ensuring that the College is in a strong and sustainable financial position, with a strong focus on business innovation and income growth and diversification.

1.8. **Sustainability:**

1.8.1. The College continues to lead its Climate Change agenda in green skills and sustainability successfully each year however it cannot commit to longer term capital investment in heat pump technologies, solar panels or other technologies without capital funding to support it. These forecasts assume that capital funding will be utilised on building improvement and general equipment, not sustainability projects, despite the Colleges desire to contribute to a larger extent to its NetZero by 2040 goal.

1.8.2. The College continues to recognise savings in the form of energy sold back to the Grid, which is reflected as standard within these financial forecasts.

1.9. Following the College restructure across 2025/26, the College considers that its current business model and strategic plan to be appropriate at this time. While no material changes are currently planned, the College will continue to keep its position under review and retains the flexibility to respond to emerging opportunities, risks or changes in the operating environment.

2 REVIEW OF FINANCIAL PERFORMANCE 2025-26

2.1 2025/26 has remained a transitional year for the College, with new roles being established and recruitment activity still underway, which has delayed the full impact of the restructure. However, with most of these posts now filled during 2025/26, the College is well-positioned to drive greater sustainability and make meaningful progress in fulfilling Strategy 2030 in 2026/27 and beyond.

2.2 The appointment of a Head of Business Innovation and Development in May 2026 will further strengthen the College's ability to generate non-SFC income. This department will now focus on securing additional alternative funding opportunities and developing new collaborative initiatives with other Colleges and Universities, helping to expand South Lanarkshire College's regional and national footprint.

2.3 However, the College recognises that the 2025/26 management accounts were affected by the loss of certain income streams. In particular, the Clyde Maritime Funding provided insufficient time to utilise the allocation before the March 2026 deadline, resulting in a £129k clawback; together with the removal of additional Employability funding from the local authority which had been promised but could not be supported on the conclusion of their fiscal budgets (£100k reduction).

2.4 The College has also experienced unprecedented levels of absence due to ill health this year, impacting significantly on temporary lecturing budgets and its associated cost of holiday pay. For the quarter to April 2026, absence at the College was 10% which was double the absence in the quarter to April 2025. The College now anticipates that the payroll cost will be £300k over budget in response to absence levels, having borne witness to an increased volume of additional hour timesheets being processed across April and May 2026.

2.5 Allowing for these recent developments in the financial forecast for 2025/26 from the submission of the Mid-Year Return (MYR) in March 2026 in which a proposed adjusted

operating surplus of £338k was anticipated, the College now expects a full year adjusted operating deficit of £161k, as represented in the below table:

2.6 Table 1: Adjusted Operating Position (AOP)

Adjusted Operating Position		Budget £'000	MYR £'000	Full Year Fcst £'000
Operating (Deficit)/Surplus		(788)	(583)	(1,256)
	Depreciation	1,750	1,950	1,950
	Depreciation grant	(1,175)	(1,206)	(1,032)
Add:	Depreciation (net of deferred capital grant)	**575**	**744**	**918**
	Impairment loss			
	Non-Government Capital Grants (ALF capital grant)			
	Costs of middle management job evaluation exercised not r	-	177	177
	non-cash pension adjustment - net service cost			
	non-cash pension adjustment -net interest/(income)			
	non-cash pension adjustment - early retirement provision			
Adjusted operating (deficit)/surplus		(213)	338	(161)

2.7 While the College had limited control over the withdrawal of the above income streams, the College recognises that the equal phasing of temporary lecturing budgets across the year has not reflected the reality of course delivery patterns and staffing requirements which has limited ability to anticipate and manage costs effectively. An action has been taken to further refine budget setting and monitoring processes, ensuring discussion with curriculum areas and enabling earlier intervention to minimise costs where possible.

2.8 As at May 2026 year to date (YTD), 19% of the College's total income is made up of non-SFC, which continues the prior year trend of over an 80% proportion of funding relating to core funding from the SFC. A summary of the main non-SFC income is presented below.

2.9 *Table 2: Non-SFC income:*

Programme	AY 2022-23 £'000	AY 2023-24 £'000	AY 2024-25 £'000	AY 2025-26 (full year estimate) £'000	AY 2026-27 (budget) £'000
Skills Development Scotland: Apprenticeship Contract	411	500	561	496	***481***
Scottish and Northern Ireland Plumbing Employers' Federation (SNIPEF)	121	127	66	120	***120***
South Lanarkshire Council (School Provision)	225	257	286	243	***260***
Shared Prosperity Fund	-	188	73	-	***-***
South Lanarkshire Council Employability (the Rural Academy	189	160	210	238	***200***
University Partnerships	50	73	71	115	***100***

UK Research and Innovation Fund	-	20	195	160	**-**
Full Cost Recovery Programmes/Other Commercial	-	31	73	30	**80**
Energy Savings Partnership	-	-	25	40	***48***
STEP Discovery Phase	-	-	3	-	**-**
SLC Foundation Grants (revenue only)	-	81	115	38	**20**
SL Council: Renewable Energy Fund	-	-	-	20	**-**
SL Council: Sector Based Work Academies	-	-	-	71	**-**
Clyde Maritime Funding	-	-	-	14	**-**
Scottish Education Exchange Partnership	-	-	-	26	**-**
Scottish Government: Training Access Fund	-	-	-	-	***58***
Scottish Government: Raising Income through Skills and Education (RISE)					***265***
Total	**996**	**1,437**	**1,678**	**1,586**	***1,632***

2.10 The College has successfully grown its non-SFC income from £996k in 2022/23 to £1.632M in 2026/27 (64% growth), signalling an increasingly diversified commercial and partnership-based income profile.

2.10.1 Foundation Apprenticeships (FAs) school provisions continue to be successfully administered in liaison with South Lanarkshire Council and the College is keen to explore further opportunities with the Council and potentially other local authorities. Enhancement of existing services was evidenced during 2025/26 in which the College successful ran a series of Sector Based Work Academies in partnership with South Lanarkshire Council.

2.10.2 Modern Apprenticeships income remains the largest non-SFC income stream, but funding for 26/27 been impacted by a lower number of starts in 25/26 on which the forecast for 26/27 is based. There has been lower uptake in some of the higher value frameworks such as plumbing and construction. The College will seek to maximise this funding pot during the year with potential opportunity to request additional starts if required.

2.10.3 Arms-length Foundation grants have primarily supported the continuation free breakfasts and lunches for students and some small-scale curriculum-based projects, amounting to £38k of total revenue grants in 2025/26.

2.10.4 2025/26 bring opportunities to secure external project funding (e.g. Scottish Educational Exchange Programme, Clyde Maritime Funding, SL Council Renewable Energy Fund) but it does highlight the need for

careful forecasting as these streams are inherently non-recurring and cannot be relied upon for long-term financial stability.

2.11 The College also recognises that Flexible Workforce Development Funding (FWDF) is likely to be announced shortly however it has not been included in 2026/27 budgets as there is no accurate means to forecasting the level of funding. It would be helpful if the SFC (in consultation with the Scottish Government) could work towards the alignment of additional funding streams with college budget planning cycles and submissions to ensure more meaningful and accurate financial forecasts.

2.12 For 2026/27, the projected split of non-SFC income to SFC-income is 82% and 18% respectively. However, this is driven by the larger proportion of SFC income (a £1.5m uplift) through core grant funding in 2026/27.

3 INCOME ASSUMPTIONS

3.1 SFC grant income for 2026/27 is in accordance with the AY 2026/27 final college sector funding allocations issued on 03 June 2026.

3.2 Changes in tuition fee income and other income: The tuition fee rate of £125 has been increased to £128 for 2026/27. While the College's credit target remains unchanged year on year, the College continues to assume consistent student numbers of circa 5,000 for budget purposes, which reflects the consistent credit target allocations.

3.3 Year-on-year movements in other sources of income contains best estimates of proposed activity in the year. Apprenticeships and school provisions continue to be positive engagements for the College.

3.4 Commercial income: The budget for 2026/27 contains £150k of full cost recovery/commercial provision and this is expected to grow by £50k annually across 2027/28 and 2028/29. The College targets a minimum 30% net contribution from such activity. Income diversification is an attractive prospect for the sector however as is widely known, there can be limitations to achieving it due to difficulties in competing with private sector businesses that inevitably have lower fixed cost bases (in the form of staff costs); weak liquidity limiting the sector from expanding its offerings if further capital investment were needed and the general lack of fiscal flexibility on public bodies to fully exploit commercial opportunities

3.5 Owing to the delay in recruiting a Head of Business Innovation and Development and slow recruitment in other key positions within the team, the College's pursuit for income diversification remains in its infancy and as such it is not possible to quantify to its fullest extent currently. However, 2025/26 has now established the required resources and skills to enhance this income stream in 2026/27 and beyond and the initial projections embedded in the budget are realistic.

3.6 The Business Innovation and Development team will target growth in other funded opportunities, utilisation of assets including Campus rentals and growth of full cost recovery provision within curriculum areas to bolster income levels.

4 PAY EXPENDITURE ASSUMPTIONS

4.1 Pay awards are expected to total at least 9% across the next 3 years in line with the key assumptions explicitly set out by the SFC.

4.1.1 2026-27: 3.4%.
4.1.2 2027-28: 3.0%.
4.1.3 2028-29: 2.6%.

4.2 However, owing to up-to-date information on national bargaining in June 2026 to suggest that the lecturing staff pay award for 2026/27 will be 3.75%, the College has prudently included a provision of 4% for lecturing staff and 3.4% for professional services staff, of which the Board was supportive. The impact of the additional accrual for lecturing staff pay award is a further £50k cost, including oncosts.

4.3 For support staff, the College continues to account for job evaluation costs based on Colleges Scotland costings from 2018. This is currently held as a provision within the accounts, in line with the treatment set out in the 2024/25 accounts.

4.4 Pension cost forecasts reflect known and expected changes to employer contribution rates. FRS 102 pension adjustments have been excluded from the forecasts.

4.5 There are no further plans for voluntary severance in 2026/27 and beyond.

4.6 The Pay expenditure budget for 2026/27 includes a full year of provision for all existing staff on record in June 2026.

4.7 The £0.8M increase in the 2026/27 payroll budget to £15.5M from the 2025/26 expected outturn of £14.7M is explained by the following.

4.7.1 The impact of the likely pay award for 2026/27 including oncosts equates to £500k;

4.7.2 The full year impact of the Strathclyde Pension Fund (SPF) employer rate increases from 1 April 2026 from 9.4% to 17.5% adds a further £250k cost to the payroll budget;

4.7.3 There is a recognised need for additional staff resource within People Services, Facilities, Public Affairs and Marketing at a likely cost of £300k; and

4.7.4 The full year impact of posts that were in budget 2025/26 but only filled mid-year represents a further on cost of circa £250k for full year provision.

4.8 This is partially offset by

4.8.1 An anticipated reduction in temporary lecturing costs across 2026/27 owing to the unprecedented high levels of absence in 2025/26 which will be closely monitored going forward (circa £200k).

5 NON-PAY EXPENDITURE ASSUMPTIONS

5.1 The FFR has assumed an annual target inflationary increase of 2% across 2026 – 2029.

5.2 Many service contracts continue to incur as much as a 5% increase in price and so it is not possible to reflect significant savings. An increase of 5% per annum in other operating expenditure has been added cumulatively each year into this financial forecast.

5.3 However, as a partial offset to cost increases, 2026/27 budgets have been creating using a ground-level approach across all departments and this has enabled a more granular level of detail to projected expenditure, bringing transparency and removing the need for bulk accrued expenditure for unexplained requirements.

5.4 Furthermore, procurement activity continues to realise cost efficiencies annually and due to two recent Digital and People Services system installations, 2026/27 is likely to be a year of consolidation of costs in which the need to run two systems in parallel is removed on completion of the new system launch (circa £80k reduction).

6 BALANCE SHEET – CASH PROJECTIONS

6.1 The Cashflow position is of concern to the College, although this has been favourably impacted in 2026/27 thanks to the recent confirmation of SFC funding for 2026/27 in which the College is receiving a £1.5m uplift.

6.2 Cash balances at 2025/26 are now expected to land around £1.5M, with £1.8M predicted by 2026/27, £1.8M by 2027/28 and £0.8M by 2028/29. This is consistent with the most recent cashflow return submitted to the SFC on 19 June 2026.

6.3 Owing to continued pressures from staff pay awards, cash reserves will continue to be depleted and so there is a clear requirement for income growth and diversification to financially sustain the College in the future.

6.4 Daily and monthly cash flow monitoring continues at the College with monthly financial reporting having been rolled out across 2025/26 and brought to the Senior Leadership Team meeting monthly. Since the start of 2026, budget holders meet with finance staff to review their own individual budgets, and further work is ongoing to enhance these processes in 2026/27.

7 ALTERNATIVE FUNDING SCENARIO

7.1 The College would highlight that the alternative funding scenario provided within the FFR has not yet been fully scoped out, which is only now being embedded following key appointments into the Business Innovation and Development (BID) team that will investigate new funding streams and collaborations.

7.1.1 The College is aware of potential opportunities to collaborate with other Colleges, Universities and local authorities and in the absence of centralised funding, this may be a way to boost funds with greater longevity and likelihood of growth. The College's model for Foundation Apprenticeships is highly successful and could also be replicated

across other local authorities to meet skills gaps in Scotland. This will need to be taken forward by the BID team.

7.1.2 The College recognises that the use of managing agents within Modern Apprenticeships can result in as much as 40% of income being top sliced by the agent prior to the College receiving its share of funding. This often requires the College to top-up funding by way of credits which restricts the College's ability to use these credits for another curriculum course. Bringing modern apprenticeships in house would come with some cost and while the College doesn't have any immediate plans to do so in 2026/27, it remains open to this idea as a medium-term consideration to increase revenue growth.

7.1.3 Additionally, the College has no justification currently to overinflate predictions of other revenue grant or non-SFC capital grant releases which cannot be accurately forecasted at this time. However, the Scottish Funding Council is asked to note that the College will do all it can to ensure significant growth of all non-SFC income streams but without certainty of timing and quantum, the provisions in the alternative funding scenario remain balancing figures to support the return of the College to a balanced budget.

7.1.4 The College also anticipates increasing its international presence, potentially through collaborate projects and has therefore incorporated £15k, £30k and £50k as baseline estimates across the next three years.

7.2 As stated in the prior year FFR, the College maintains its stance that it does not anticipate the roll out of a further Voluntary Severance scheme within the next three years as this would signal a significant reduction in the size and scale of course offerings at the College and would not be in keeping with the requirement for the College to service demand and meet the skills gaps in the region. It would also be too costly to deliver.

8 FINANCIAL CONTINGENCY PLANNING

8.1 The College has been relatively well sheltered from financial problems facing many other colleges, but it does understand that its reserves are being depleted at a quickening pace and it needs to closely monitor all income and expenditure to reduce unnecessary spend and enhance income potential.

8.2 The College recently hosted a Board Development Day on 26 June 2026 during which the topic of Income Diversification was explored with areas for priority identified and discussed with the College Management Team. A key takeaway from this session was for the College to determine a longer-term financial plan that will contain meaningful targets for income growth to better support more sustainable finances. The College will be happy to meet with the SFC Finance Business Partner to walk through its Financial Sustainability Plan in Autumn 2026 following Board approval.

8.3 In terms of current financial contingency measures:

8.3.1 The College remains committed to communicating with stakeholders at the earliest opportunity, including the Royal Bank of Scotland and the Funding Council, should the plan materially deviate from budget with no ability to remediate internally.

8.3.2 The College constantly horizon scans and remains vigilant to risks internally and externally which may have a negative financial implication. Forward planning is a key component of financial contingency planning at the College, enabling a potential change of direction to mitigate or reduce an adverse financial impact that may be about to surface.

8.3.3 The College acknowledges that borrowing and investment are not permitted within the sector; however, at the request of the Board of Management, it continues to raise this issue with Government. A formal letter was submitted to the SFC during 2025/26 seeking support on this matter.

8.3.4 The College considers submitting bids to the South Lanarkshire College Foundation for funds for any projects that meet the objectives of the Trust and the approval of its Trustees;

8.3.5 The College remains vigilant to its cash position and if necessary, would seek to negotiate with any larger creditors or staggered payment of balances to avoid any short term cashflow problems.

8.3.6 Similarly, the College is looking to invest in staff resource within the finance team in 2026/27 to strengthen debt management procedures and ensure effective and timely collection of income due from students, employers and businesses.

9 EQUALITIES

9.1 While there are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report, there is the recognition that there continues to be a denial of student places at the college due to the reduction in credits and the cap on funding.

10 RISK MANAGEMENT AND ASSURANCES

10.1 The following risks have been identified by the College:

10.1.1 **Going concern** - the College cannot financially support its operations due to reduced funding.

10.1.2 **Business risk –** the College needs to drive commercial income but there is uncertainty of income due to unknown demand, competition, costs and regulations.

10.1.3 **Reputational risk –** the impact on staff and students of any strategic decisions it makes to secure the College's future viability.

10.1.4 **Legal risks** – potential exposure to lawsuits for failing to follow through due process and procedure fairly and in compliance with legislation.

10.1.5 **Failure of financial controls –** the Finance team is lean in number following the resignation of the Head of Finance in June 2026 and the ongoing absence of the Depute Head of Finance due to ill health. With such reduced headcount, the team is not sufficiently resourced to perform a vital level of scrutiny and oversight of financial data to ensure accurate reporting.

10.2 The College therefore provides the following assurances in the form of mitigating actions against these risks:

10.2.1 In general, the College risk register continues to be actively monitored by the College although it is noted that the College faces many risks which cannot be controlled due

to the political and social economic environment in which it operates. However, for 2026/27, each College department must ensure that its detailed operational risk register is up to date and regularly monitored so that it can feed up into the strategic risk register if local-level issues need to be escalated.

10.2.2 **Going concern**: The continued review of key business support area expenditure by procurement to ensure compliant spend will continue to generate better cost control with potential for savings as costs are aligned to APUC framework agreements. Moreover, with the new Head of BID now in post since May 2026, the enhanced focus on collaboration, partnerships and business innovation will potentially unlock lucrative funding opportunities for the College however this will take time to establish.

10.2.3 **Business risk:** The College has a bid review process in place to enable the Senior Leadership Team consideration of new funded opportunities and projects ensuring that any planned activity fits with the aims of Strategy 2030 and the risk appetite of the Board of Management.

10.2.4 **Reputational risk:** Alongside effective governance to reduce the likelihood of reputational risk, the College has also created a Public Affairs Manager post within its budget 2026/27, recognising a need for a strategic, outward-facing role that protects the college's reputation, strengthens its influence, and ensures it is heard in national policy discussions.

10.2.5 **Legal risks:** The College has an effective working relationship with its legal advisors following their appointment during 2025/26 and this helps to ensure that exposure is minimised in relation to any legal matters.

10.2.6 **Failure of Financial controls**: The College is currently recruiting an interim Finance Director to provide much needed expertise for year end and statutory reporting processes, in addition to an interim Head of Finance and a fixed term Finance Advisor. It is hoped that the additional resource will enable the team to establish robust processes, enabling cross-cover of tasks and an opportunity to upskill the wider team in month end and year end tasks where appropriate.

11 RECOMMENDATIONS

The Scottish Funding Council are asked to:

- Note the contents of the report and the financial analysis attached; which was submitted to the Scottish Funding Council on 30 June 2026.
- Note that the College remains committed to its endeavour to return to a balanced budget across the period of 2026 – 2029 but must be realistic in these forecasts to reflect only current, known circumstances.
- Note that the FFR remains in 'draft' until such point that the Board approves the forecasts for 2027/28 and 2028/29.

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Review of Actuarial Assumptions, Strathclyde Pension Fund 2025-26
REFERENCE	10.0
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal – Finance, Resources & Sustainability; elaine.mckechnie@slc.ac.uk
PURPOSE:	To request Members' agreement to actuarial assumptions used in the production of pension asset/liability valuations by Hymans Robertson for inclusion within the 2025-26 financial statements.
KEY RECOMMENDATIONS/ DECISIONS:	Members are requested to: • note the contents of this report and the initial assessment performed by College Finance as to the appropriateness of actuarial assumptions; • note the simplified guide for Boards and Finance Committees included in appendix 1; and • agree that the assessment performed by College Finance is appropriate and conclude that no changes to key assumptions is required.
RISK	• Non-compliance - pension valuations are required under Financial Reporting Standard FRS102 and SORP. • Good governance - management must assess assumptions used in the calculation of pension scheme obligations to ensure accurate financial records.
RELEVANT STRATEGIC AIM:	• The Student Experience • Culture and People Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• It is recommended that Members accept the standard assumptions used by the Actuary, Hyman Robertson. • The rational for using standard assumptions is that: 1. The membership of the Scheme is like other organisations within the Strathclyde Pension Fund; 2. Salary increases are agreed nationally, not at a local level; 3. and the discount rate and CPI for pensions increase are both market derived which is reasonable. • Based on the above, there is very little room to make significant changes and while salary growth rates could differ between colleges based on differing role requirements and staff turnover rates, the College would not advise a deviation in rate as this would

	have the least amount of impact on the figures in the report. • The College has provisionally accepted these assumptions for use within the financial statements and this will be communicated back to Audit Scotland as part of the Annual Audit process for 2025-26 in due course.

1. INTRODUCTION

1.1 This paper provides an overview of the assumptions used by the actuarial consultants engaged by the sector for the valuation of the Strathclyde Pension Fund assets and liabilities for disclosure within the annual statutory financial statements and, in italics font, the College's own internal assessment of those actuarial assumptions.

2 BACKGROUND

2.1 As the actuary to the Local Government Pension Scheme (LGPS) fund in which the College participates, Hymans Robertson provide a set of default accounting assumptions for a 'typical LGPS employer'. Their default assumption setting approach applies to all accounting disclosures (unless otherwise stated) and the broad methodology is discussed in advance with the National Audit Office. Whilst they propose default assumptions for LGPS employers, the accounting assumptions adopted are ultimately the responsibility of the College, based on actuarial advice. Hymans Robertson therefore expect Audit Scotland, as the College's auditors, to challenge management about the appropriateness of assumptions chosen for their disclosures.

2.2 Audit Scotland therefore need to consider the College's internal assessment of actuarial assumptions. The assessment made by the College must be evidenced and Management needs to be satisfied with the assumptions used.

2.3 Consideration by the College must be given to any relevant, regional or College specific demographic that may alter a disclosure in our financial statements.

3 ACTUARIAL ASSUMPTIONS

3.1 The main actuarial assumptions to be used in the 2025-26 pension fund valuation are as follows:

3.2 **Discount Rate**

3.2.1 FRS102 states that the discount rate used to place a value on the obligations should be determined by reference to market yields on high quality corporate bonds at the reporting date. The currency and term of the high-quality corporate bonds used to set the discount rate should be consistent with the currency and term of the obligations.

3.2.2 It is noted however that the discount rate should reflect the 'term' of the benefit obligation, being the weighted average time until payment of all expected future discounted cashflows in line with differing membership profiles and demographic assumptions. To take account of divergence across all employers, Hymans Robertson have created two additional category durations within the 2026 valuation, with an ultra-short and ultra long category now added to the previous categories of short, medium and long. In all cases, the discount rate has increased by 0.35% which mirrors the increasing yields on high-quality corporate bonds. A higher discount rate means less money is needed today to fund the same future pension payments, which results in the accounting value of the pension liability falling.

3.2.3 The College Finance Team's view is that the rate is a market-based assumption and there is very little room to make change to this rate. There is no justification for making any changes to this at a local level.

3.3 **Retail Price Inflation (RPI)**

3.3.1 This assumption is derived from yields on fixed interest and index linked Government bonds and is consistent with the derivation of the discount rate. Hymans Robertson use a market implied inflation curve over a range of maturities.

3.3.2 The College Finance team view is that there are limited grounds to challenge or change Hyman's RPI assumption as it is based on observable market data, consistent with the discount rate above and is based on a market-implied inflation curve, not simply a subjective long-term estimate.

3.4 **Consumer Price Inflation (CPI) – Pension Increases**

3.4.1 Pension assumptions are set in line with CPI. As market in CPI linked bonds does not exist, Hymans Robertson estimate the long-term gap between RPI and CPI to derive a CPI assumption. Their estimate is based on analysis of past and emerging future trends in gap in these indices and provides an average gap for each of the durations.

3.4.2 The College Finance team believe this to be a reasonable assumption at Fund level. The Actuary is best placed to analyse trends. Pensions are set by the Strathclyde Pension Fund not at local council level and therefore it is reasonable and appropriate to use a national growth / inflation rate in anticipating growth in pensions nationally.

3.5 **Salary Growth**

3.5.1 Default assumption is set relative to the derived CPI assumption at the reporting date using the same methodology as the latest funding valuation for the Strathclyde Pension Fund and other LGPS funds.

3.5.2 This assumption is reasonable and ensures consistency. Pay Award is set at a national level for all colleges so ensures consistency of approach. It is also consistent with triennial valuation assumptions. This is an area where the College could adjust assumption by a large amount (if appropriate) but it would have the smallest impact on the liability figures.

3.6 **Longevity Assumptions**

3.6.1 Setting appropriate life expectancies remains a key assumption for accounting disclosures, particularly as the country deals with the ongoing impact of Covid-19 and the cost-of-living crisis. Allowance has been made for the latest available life expectancy improvement tables with appropriate parameters to capture the latest available longevity data.

3.6.2 The College is unable to accurately predict death rates at a local level. The use of the national statistic available to all pension funds ensures consistency in approach.

3.7 **Other Demographic Assumptions**

3.7.1 This includes assumptions around commutation, withdrawal and ill-health retirements. Hymans Robertson use the same demographic assumptions as the latest funding actuarial valuation.

3.7.2 This is at a Fund level, not a local level. The College Finance team have considered the appropriateness of these assumptions since the last triennial review and do not consider that any significant withdrawals from the scheme or ill-health retirements need to be taken into consideration that might change any assumptions.

4 RESOURCE IMPLICATIONS

4.1 Consideration of actuarial assumptions by the College is standard practise each year during the production of the annual pension obligation statement for disclosure in the financial statements.

4.2 The College is invoiced for the provision of their actuarial services annually, as is required under accounting standard FRS102. The College has been advised that the total cost incurred to produce Actuarial reports is £3,635 + VAT. This has been accrued into the 2025-26 Financial Statements.

5 EQUALITIES

5.1 All members of staff are eligible to join the appropriate superannuation scheme for their category of staff (i.e. lecturing or support) and are encouraged to do so. Staff are automatically enrolled into the appropriate scheme but can decide to opt out.

5.2 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report. It is important that the pension assets and liabilities are valued appropriately for the benefit of all staff.

6 RISK AND ASSURANCE

6.1 Financial Reporting Standard FRS102 and the SORP require institutions to recognise an estimate of its pension obligations in their financial statements. Failure to devise and assess suitable assumptions and measurements of pension assets and liabilities would put us at risk of non-compliance and failure to undertake management responsibilities in relation to maintaining accurate financial records.

6.2 Annual calculations of pension obligations and triennial fund valuations help to assess pension fund performance and bring awareness to those risks however the College cannot directly influence or mitigate any risks associated with the scheme.

6.3 In terms of the pension scheme, there are several risks:

6.3.1 **Longevity risk** – pension schemes need to pay income to beneficiaries for longer periods of time due to longer life expectancies.
6.3.2 **Investment risk** – poor investment returns meaning insufficient funds for beneficiaries; and
6.3.3 **Drawdown risk** – multiemployer pension plans could run out of money (such as a Local Government Pension Scheme like the Strathclyde Pension Fund).

6.4 The reporting of these risks ultimately sits with Hymans Robertson, professional actuarial advisors to the College. Employing the services of a qualified actuary also gives the College the most informed and consistent measurement of scheme assets and liabilities possible. The management of investment and drawdown risks ultimately rests with those charged with managing the funds and getting the funding strategy right is critical to the achievement of this.

7 RELIANCE ON PROFESSIONAL ADVISORS

7.1 It is worth noting that the College relies heavily on the actuary's technical expertise in devising suitable assumptions for the valuation of the pension assets and liabilities. While the actuaries would accept a challenge from the College to any assumptions made, it would not be common practice for us to question or doubt these assumptions as it is assumed that as the contracted advisors to the College, their assumptions will be the most appropriate. The College can also take comfort from the view of the external auditors, Audit Scotland, that they are content with the approach taken, and the indices and factors used, by Hymans Robertson.

7.2 Given that College uses Hymans Robertson's IAS 19 disclosures, a departure from the supplied inflation assumption would generally need:

7.2.1 a clear actuarial rationale;
7.2.2 agreement from the external auditor;
7.2.3 evidence that the alternative provides a more reliable estimate; and
7.2.4 consistency with IAS 19/FRS 102 best-estimate principles.

7.3 In the absence of those factors, the College supports the adoption of the actuary's assumption as standard approach. A full guide to actuarial assumptions as produced by Hymans Robertson is attached to this memo. Furthermore, some simplified explanations of pension assumptions is also contained in appendix 1.

8 RECOMMENDATIONS

8.1 Members are recommended to:

8.1.1 note the contents of this report and the initial assessment performed by College Finance as to the appropriateness of actuarial assumptions;
8.1.2 note the simplified guide for Boards and Finance Committees included in appendix 1; and
8.1.3 agree that the assessment performed by College Finance is appropriate and conclude that no changes to key assumptions is required.

Appendix 1: Pension Valuation Assumptions: A Simplified Guide for Scottish FE College Boards and Finance Committees

What is the actuary trying to assess?

The actuary is trying to answer one simple question:

"How much money would we need today to pay all the pensions that have been earned so far?"

Unfortunately, the answer involves predicting the future for the next 60+ years. Nobody knows exactly what will happen, so the actuary makes a series of assumptions. It is like calculating the cost of raising a newborn child in the years ahead. You need to make assumptions about:

- inflation
- future earnings
- university costs
- life expectancy

The College's pension valuation works in the same way.

The Big Three Assumptions

For most Scottish colleges and Local Government Pension Schemes (LGPS) valuations, there are three assumptions that drive almost everything.

1 Discount Rate

"If I need to pay someone £100 in the future, how much do I need today?"

As an example, imagine:

- £100 payable in 20 years
- Invest at 2% and you'll need about £67 today
- Invest at 5% and you'll need about £38 today

The higher the discount rate, the smaller the pension liability

The lower the discount rate, the larger the pension liability.

A higher discount rate therefore signals good news for the balance sheet

2 **Inflation / Pension Increase Assumption**

Most LGPS pensions increase with inflation.

If inflation is higher:

- pensions rise faster

- future payments are bigger
- liabilities increase

Example:

Joe Bloggs receives £10,000 pension.

If inflation averages:

- 2% then the pension will grow slowly
- 5% then the pension will grow much faster

A higher inflation assumption means a larger pension liability.

3 **Life Expectancy**

How long will members live?

Example:

If pensioners live:

- 20 years after retirement

  versus

- 25 years after retirement

The Fund pays pensions for 5 extra years, which will cost money. Therefore, a longer life expectancy leads to a larger pension liability.

The Golden Rule

Remember:

Assumption	Impact on Liability
Discount rate ↑	Liability ↓
Inflation ↑	Liability ↑
Life expectancy ↑	Liability ↑

Net Discount Rate

This is often the most important number that the actuary reviews and is defined as follows:

Discount Rate – Pension Increases

Example:

	Year 1	Year 2
Discount rate	5.0%	6.0%
Pension increases	2.5%	3.0%
Net discount rate	2.5%	3.0%

Although inflation increased year over year, the discount rate has increased more.

The result is that liabilities reduce. This is why many FE colleges have reported large actuarial gains in recent years.

Other Assumptions

Salary Growth

For active employees:

What will salaries increase by?

Higher salary growth means:

- bigger future pensions
- bigger liabilities

This is usually less important than discount rate.

Retirement Age

When will people retire?

If members retire earlier, pensions will need to be paid over a longer timeframe. If members retire later, pensions are payable over a shorter timeframe.

Earlier retirement generally increases liabilities.

Commutation

Many members swap part of their pension for tax-free cash.

The actuary estimates how many will do this and it is usually a small assumption.

Withdrawal Rate

How many staff leave before retirement?

If a high proportion of staff leave, there will be fewer pension benefits paid, resulting in a lower liability.

Why Do Liabilities Jump Around So Much?

The balance sheet figure is incredibly sensitive to the discount rate.

Imagine the College has a LGPS liability of £100 million.

A change of only 0.5% in the discount rate can easily move the liability by several million pounds.

That is why discount rates matter more than almost anything else, pension gains and losses can be substantial and the College can appear £10m richer or poorer without any cash changing hands.

HYMANS ROBERTSON

Briefing note

Local Government Pension Scheme Accounting as at 31 July 2026

Key considerations, employer options and assumptions



Adrian Loughlin
Head of LGPS Accounting



Steven Tart
LGPS Accounting Delivery Lead

Key considerations at 31 July 2026

Accounting surpluses and net asset restrictions ('asset ceilings')

Market conditions remain favourable, indicating that many LGPS employers will show accounting surpluses (net asset positions) in FRS102 balance sheets at the 31 July 2026 year-end.

The accounting standard restricts (by way of an 'asset ceiling') the amount of surplus that you may be able to disclose at 31 July 2026. Employer and fund-specific factors need to be considered to determine an asset ceiling and there is no single and/or correct approach to follow for any given type of LGPS employer. However, we have had advance and comprehensive discussions with a wide range of audit bodies and audit firms about what is required to determine an asset ceiling within the LGPS.

Ultimately, the adopted approach is for the employer to decide for its own accounts, noting that we understand auditors wish to see clearly set out rationale for any decisions made. To assist you and your auditor with this complex topic, you can request from us an asset ceiling commentary, considerations and calculations paper for your 31 July 2026 position.

Any adjustments made at accounting year-ends will have a knock-on impact to the net asset reconciliation within the revenue account, both the Profit & Loss (P&L) and the Other Comprehensive Income (OCI), and to the P&L projections for the following year.

In your accounting request submission, please confirm which year-end adjustments (if any) you would like us to allow for within your 31 July 2026 FRS102 results. Note, incorporating these figures comes at an additional cost to the standard reporting set out in the initial correspondence.

What data will be used in my report?

The LGPS Fund you participate in will provide us with the necessary data to prepare your results. These include employer and employee contribution data, asset return information and any other supplementary data which may be relevant for your individual circumstances (e.g. details of early retirements which have occurred over the period, individual unfunded membership data where these have historically been awarded, transfers of membership in or out over the period etc).

Within your accounting request submission you will be asked to confirm your closing asset and obligation figures (including any asset ceiling adjustments) for 31 July 2025 to help us prepare your results.

Any outstanding data queries or delays in receiving investment return information from the Fund, will lead to delays in the preparation of your results. Where queries relate to your closing position for 31 July 2025 or prior years, these queries will be sent directly to you to resolve in a timely manner.

How will queries from my auditor be dealt with?

As part of their standard processes, auditors are generally being required to do more detailed work and as a result, are asking more questions of you, the Fund and the actuary. In the first instance, to minimise queries (and additional fees) audit teams can often find the answers in the comprehensive Accounting Covering Report which is issued alongside your FRS102 results. Ensuring all documentation provided for the exercise is shared with your auditor will help to reduce the number of queries required from auditors to sign off your accounts.

Most small clarification questions on your accounting figures will be answered at no additional cost. However, there will often be an added cost to you for us answering complex audit or accounting queries, and verifying figures provided to your auditor. We will agree a fee with you in advance of carrying out such work.

How will inflation experience be allowed for in my disclosures?

LGPS benefits (in payment and those accruing) increased by 3.8% in April 2026, in line with government past practice of linking the annual Pensions Increase Order to the CPI figure from the preceding September. This increase will most likely be higher than the long-term CPI assumption used in your 2025 disclosures, leading to a 'loss' on your obligations. To help reduce auditor queries, we automatically provide a monetary impact figure within your balance sheet results to aid understanding. Our future CPI assumption also allows for observed CPI experience since September 2025.

How will pass-through employers be treated?

Many LGPS employers now award contracts to new admitted bodies via a "pass-through" agreement. We are aware that the treatment of these pass-through employers within FRS102 disclosures is currently being discussed in LGPS audit circles. Unless instructed otherwise, our default approach will be to automatically include the assets, liabilities and cashflows relating to pass-through employers on the awarding employer's balance sheet. This is consistent with the approach to pooling for funding purposes at the most recent valuation.

If you have any questions about your options or would like to arrange a call with the actuary (which could also include your auditor), please contact our accounting specialists on LGPSCentralAccountingTeam@hymans.co.uk

Employer options

The following options are available on request to enhance understanding of your specific results and ease explanation of your results to any interested parties. These options can be selected within your accounting request submission and will be issued at the same time as your FRS102 results:

Enhanced Service 1 – Supplementary Paper

An additional paper explaining the key movements on your specific numbers over the year. This would include the financial impact of each different market movement on your 31 July 2026 results (compared to 2025). The paper aids understanding of your figures and helps with questions from directors, committees and auditors.

Enhanced Service 2 – Slide Deck

A slide deck and accompanying script to enable easy presentation of your results to your stakeholders. The slides and script summarise your key accounting figures and provide a breakdown of all the movements that have taken place in 2025/26.

Enhanced Service 3 – Asset ceiling commentary, considerations and calculations paper

An additional paper providing a detailed guide to this complex topic using your own figures. This will set out the results of your asset ceiling calculations, how they would impact the closing balance sheet and the different factors that could determine which approach you can follow as an employer.

It is our understanding that the rationale behind an employer adopting a certain asset ceiling approach is required by auditors. **We therefore recommend an asset ceiling paper is requested.**

Enhanced Service 4 – Do you want to apply an asset ceiling at 31 July 2026?

Where you have requested an asset ceiling paper (Enhanced Service 3), we will automatically apply the asset ceiling adjustment set out in the paper within your 31 July 2026 FRS102 results.

However, you may wish to opt out of the automatic adjustment and prefer to leave the FRS102 report with no year-end asset ceiling adjustment until you have confirmed the approach and proposed figure with your auditor. In this scenario, we are able to apply the asset ceiling adjustment to an updated report at a later date, noting there is a set additional cost for this.

Enhanced Service 5 – Did you apply an asset ceiling at 31 July 2025 (and 31 July 2024)?

For employers who made an asset ceiling adjustment at 31 July 2025 (and 31 July 2024), there is a knock-on impact to the 2025/26 (and 2024/25) reconciliations within both the P&L and the OCI. As a result, there are disclosure options for your 31 July 2026 year-end reporting which can be selected within your accounting request submission for us to capture these adjustments.

Note, all enhanced services come at an additional cost to the standard reporting fees which are set out in the initial correspondence communicated by the LGPS fund(s) you participate in.

Assumptions

From listening to LGPS employers, we understand the importance of the pension figures disclosed in your accounts. We recognise that they can have a material impact on your ability to carry out your normal business function. The pension figures, in both the balance sheet and revenue account, are heavily dependent on the choice of actuarial assumptions.

As the actuary to the LGPS fund in which you participate, we provide a set of default accounting assumptions for a 'typical LGPS employer'. Our default assumption setting approach applies to all accounting disclosures (unless otherwise stated) and the broad methodology is discussed in advance with the National Audit Office. Whilst we propose default assumptions for LGPS employers, the accounting assumptions adopted are ultimately the responsibility of your organisation's directors (or equivalent) based on actuarial advice. We expect auditors to challenge management about the appropriateness of assumptions chosen for their disclosures.

We therefore strongly recommend that you consider the suitability of the default assumptions methodology to your specific organisation. It is up to you to determine how to proceed with the choice of assumptions.

Should you wish to use different, employer-specific assumptions to the default assumptions detailed below, please let us know as part of your accounting request submission, noting that there will be an additional cost.

Default financial assumptions (indicative)

This table shows our default financial assumptions at 31 May 2026 (with our *31 July 2025 assumptions* included for comparison purposes), with details on the methodology explained further on page 5. Note the final assumptions for the 31 July 2026 year-end will be updated to reflect market conditions as at the accounting date.

Assumption	**Weighted average duration at most recent valuation**				
(% p.a.)	**Ultra Short**	**Short**	**Medium**	**Long**	**Ultra Long**
Discount Rate	**5.90%**	**6.10%** *(5.75%)*	**6.15%** *(5.80%)*	**6.20%** *(5.85%)*	**6.25%**
Retail Price Inflation (RPI)	**3.20%**	**3.15%** *(3.05%)*	**3.15%** *(3.00%)*	**3.10%** *(2.95%)*	**3.10%**
Consumer Price Inflation (CPI) – Pension Increase Rate*	**2.85%**	**2.90%** *(2.80%)*	**2.90%** *(2.75%)*	**2.90%** *(2.75%)*	**2.90%**

**Adjusted for observed inflation experience from September 2025*

Following ongoing discussions with LGPS auditors over 2025 to refine our methodology, we have **increased the number of duration categories** used at 2026 in recognition of the increased spread in employer membership profiles.

Weighted average duration

The discount rate should reflect the 'term' of the benefit obligation. We have interpreted 'term' to be the weighted average duration of the benefit obligation. This is broadly defined as *'the weighted average time until payment of all expected future discounted cashflows, determined based on membership and the financial and demographic assumptions at a particular time'*.

With increased divergence of LGPS employers, the weighted average durations of individual employers are different and therefore different financial assumptions are adopted for accounting purposes. Our default assumption approach sets out 5 separate discount rates (and corresponding RPI/CPI inflation assumptions) for employers who fall into each duration category below:

Weighted average duration at most recent actuarial valuation	Duration category
Less than 11 years	**Ultra Short**
Between 11 and 17 years	**Short**
Between 17 and 23 years	**Medium**
Between 23 and 29 years	**Long**
More than 29 years	**Ultra Long**

Financial assumptions results commentary (indicative)

At all durations, the discount rate has increased by 0.35%. The CPI assumption has also increased, albeit by a lesser amount across all durations. All else being equal, an increase in the net discount rate (ie the discount rate net of pension increases) will lead to a decrease in the value placed on the obligations (ie an accounting 'gain' on the balance sheet).

Discount rate

FRS102 states that the discount rate used to place a value on the obligations should be determined by reference to market yields on high quality *corporate* bonds at the reporting date. In addition, the currency and term of the high-quality corporate bonds used to set the discount rate should be consistent with the currency and term of the obligations.

Corporate bond yield

Updated Government bond yield curves are available daily from the Bank of England, allowing us to easily identify a spot yield on Government bonds at any duration and at any date. However, a similarly accessible yield curve for corporate bonds is not so readily available.

We have adopted an approach to setting the discount rate whereby a "Hymans Robertson" corporate bond yield curve is constructed based on the constituents of the iBoxx AA corporate bond index.

Retail Price Inflation (RPI)

This assumption is typically derived from yields available on fixed interest and index linked Government bonds and should be consistent with the derivation of the discount rate. We use a market implied inflation curve over a range of maturities. Cashflow weighted single RPI rates are derived from the market implied inflation curve that recognise the weighted average duration of each corresponding duration category defined above.

Based on 31 May 2026 market conditions, these RPI rates have then been adjusted to take account of an Inflation Risk Premium (IRP) of 0 basis points (bps) during the period to 2030 and 30bps thereafter. This gives an average IRP of 20bps over ultra short durations and 25bps over all other durations.

Consumer Price Inflation (CPI) – Pension Increases

For the CPI assumption as at 31 May 2026, we have used an RPI-CPI gap of 100bps during the period to 2030 and a gap of 10bps thereafter. The former reflects differences between RPI and CPI prior to 2030 and the latter reflects differences thereafter between CPI and CPIH (CPI including owner occupiers' housing costs), when RPI will become aligned with CPIH.

The resulting average RPI-CPI gap is 0.35% over ultra short durations, 0.25% over short and medium durations and 0.20% over long and ultra long durations.

Allowing for the IRP and the RPI-CPI gaps derived above, this gives CPI assumptions of 2.85% pa over ultra short durations and 2.90% pa over all other durations.

We have then adjusted the CPI assumption to reflect 7 months of observed CPI experience from September 2025 to April 2026 of 2.01%.

Following these adjustments, our final standard CPI assumptions remain 2.85% pa over ultra short durations, and 2.90% over all other durations.

Salary growth

Our default assumption for salary growth is set relative to the derived CPI assumption at the reporting date using the same methodology as the most recent triennial funding valuation for the LGPS fund(s) you participate in. Further details on the salary growth assumption can be found in the actuarial funding valuation reports (which can be publicly found on each LGPS fund's website).

Default demographic assumptions (indicative)

Longevity assumptions

Setting appropriate life expectancies remains a key assumption for the accounting disclosures, particularly as the country deals with the ongoing impact of COVID-19 and the cost-of-living crisis. Our default approach assumes no changes are required to the baseline longevity assumption adopted in the most recent triennial funding valuation. However, as per last year and in line with best practice, we propose to make allowance within the accounting disclosures for the life expectancy future improvement tables with appropriate parameters which capture the latest available longevity data at the time of preparing your results.

Other demographic assumptions

These include assumptions for commutation, withdrawal, ill-health early retirements, etc. We gathered data on recent experience of LGPS funds in order to set appropriate demographic assumptions for the most recent triennial funding valuation. Our default approach will be to use the same (non-longevity) demographic assumptions for accounting purposes as at the latest funding valuation, which can be found in the actuarial funding valuation report for the LGPS fund(s) you participate in. These demographic assumptions are intended to be best estimate.

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Zero Waste to Landfill Approach
REFERENCE	11.0
AUTHOR AND CONTACT DETAILS	Omatsola Oke, Sustainability Officer Omatsola.Oke@slc.ac.uk
PURPOSE:	To advise Members of the Zero Waste to Landfill Approach that has been developed to support waste reduction and the completion of the audit recommendation.
KEY RECOMMENDATIONS/ DECISIONS:	Members are requested to: • question, and remit the Approach to the Board for approval.
RISK	The absence of a Sustainability Policy puts the College at: • Risk of failure to comply with regulatory requirements to meet net zero and sustainability priorities; and • Risk to reputation of failing to consider and mitigate against carbon footprint.
RELEVANT STRATEGIC AIM:	• The Student Experience • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• South Lanarkshire's College has been making effort to ensure the amount of waste going to Landfill is reduced. • This Approach provides a road map to the achieving Zero waste to Landfill in its operations and will take a standardised and systematic approach. • The Approach features two major waste management approaches to achieve Zero waste to Landfill. These are: ○ Upstream waste management, which contain measures to prevent waste generation at South Lanarkshire College, with an emphasis on prevention wherever possible. ○ Downstream waste management practices, which contain measures to manage waste that has been generated due to the College's operations. This may include re-usable catering containers and drinks containers, surplus food redistribution and upcycling of existing furniture. • The Approach was created by the Sustainability Officer in conjunction with the Climate Change Operational Leads (CCOLs), with inputs from the Senior Leadership Team prior to Board approval.

1 INTRODUCTION

1.1. This paper provides an overview of the Zero Waste to Landfill Approach, created to support the College to manage its waste reduction and to further support an internal audit recommendation from 2025.

2 BACKGROUND

2.1 South Lanarkshire's College has been making effort to ensure the amount of waste going to Landfill is reduced.

2.2 This Approach provides a road map to the achieving Zero waste to Landfill in its operations and will take a standardised and systematic approach.

3 DISCUSSION

3.1 South Lanarkshire College defines Zero Waste to Landfill as ensuring that no operational waste generated by the College is disposed of in landfill facilities.

3.2 Priority will be given to waste prevention, reuse and recycling, with energy recovery used only where higher-value recovery options are not possible.

3.3 The strategy features two major waste management approaches to achieve Zero waste to Landfill. These are:

- 3.3.1 Upstream waste management, which contain measures to prevent waste generation at South Lanarkshire College, with an emphasis on prevention wherever possible.
- 3.3.2 Downstream waste management practices, which contain measures to manage waste that has been generated due to the College's operations. This may include re-usable catering containers and drinks containers, surplus food redistribution and upcycling of existing furniture.

3.4 This strategy encourages prevention, recycling, preparing for reuse and energy recovery from generated waste.

3.5 The Zero Waste to Landfill Strategy also supports South Lanarkshire College's obligations under the Public Bodies Climate Change Reporting requirements and contributes to the College's wider commitment to achieving net zero greenhouse gas emissions.

4 RESOURCE IMPLICATIONS

4.1 The Approach will be reviewed by the Sustainability Officer annually in conjunction with the Climate Change Operational Leads (CCOLs) and support from the Climate Change Action Team (CCAT), with inputs from the Senior Leadership Team prior to Board approval.

5 EQUALITIES

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

6 RISK AND ASSURANCE

6.1 The absence of a Zero Waste to Landfill Approach puts the College at:

- 6.1.1 Risk of failure to comply with regulatory requirements to met net zero and sustainability priorities; and

6.1.2 Risk to reputation of failing to consider and mitigate against carbon footprint; and

7 RECOMMENDATIONS

7.1 Members are asked to**:**

7.1.1 Question, and remit the Approach to the Board for approval.

Zero Waste to Landfill Approach

Owner: Sustainability Officer

Date July 2026

Version: 1.1

Document Information

Procedure Published/Created:	July 2026
Reviewed Date:	May 2026
Owner:	Sustainability Officer
Approved by:	SLT prior to Board of Management
Equality Impact Assessment:	
Next Review Date:	July 2028

Version History

Version Number	Date	Author	Rationale
1.0	August 2026	Omatsola Oke	Document Creation
1.1	10/08/2026	Craig Ferguson	Document review and amendment

Quick Links

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Introduction

South Lanarkshire College has been making effort to ensure the amount of waste going to Landfill is reduced. This is in line with the Scottish Government's Circular Economy Waste route map to 2030. This Approach provides a road map to the achieving Zero waste to Landfill in its operations and will take a standardised and systematic approach.

This Approach aligns with the College's Goal of achieving zero emission in the year 2040 and the Scottish Governments vision of zero emission in the year 2045. This approach links with the College's Environmental Sustainability policy, as well the College's procurement policy.

Approach

South Lanarkshire College defines Zero Waste to Landfill as ensuring that no operational waste generated by the College is disposed of in landfill facilities. Priority will be given to waste prevention, reuse and recycling, with energy recovery used only where higher-value recovery options are not possible.

The approach features two major waste management approaches to achieve Zero waste to Landfill. These are:

Upstream waste management, which contain measures to prevent waste generation at South Lanarkshire College, with an emphasis on prevention wherever possible.

Downstream waste management practices, which contain measures to manage waste that has been generated due to the College's operations. This may include re-usable catering containers and drinks containers, surplus food redistribution and upcycling of existing furniture.

This approach encourages prevention, recycling, preparing for reuse and energy recovery from generated waste.

The Zero Waste to Landfill Approach also supports South Lanarkshire College's obligations under the Public Bodies Climate Change Reporting requirements and contributes to the College's wider commitment to achieving net zero greenhouse gas emissions.

Waste management activities have a direct impact on the College's carbon footprint. Through the prevention of waste, increased reuse, improved recycling, responsible procurement and the diversion of waste from landfill, the College can reduce greenhouse gas emissions associated with waste disposal, resource extraction and

the manufacture of new materials. These actions support the sustainable operation of the College and contribute to national climate change objectives

Scope

This approach shall cover all waste, except residual mineral waste from construction and demolition such as sand, bricks and soil etc. This is to enable the approach to focus on waste, which has the greatest environmental impact such as residual waste (wastes that cannot be recycled or composted). Focusing on such waste that has great environmental impact also delivers the best possible impact. This is in line with the Resource and Waste Target Expert Group report on resource efficiency and waste reduction target.

Pathway to Zero waste to Landfill

The College's journey of zero waste to landfill shall be based on the following factors. These factors can be used to measure our performance.

The factors are:

a) Governance and Leadership
b) Incentivise general waste reduction
c) Recycling
d) Purchases and Procurement
e) Waste Monitoring and Reporting
f) Identify opportunities to design out waste in high-risk areas of operation
g) Training/Communication
h) Employee/Students Participation
i) Proper Handling and reduced generation of Hazardous waste

Governance and Leadership

Strong leadership and effective governance are essential to achieving South Lanarkshire College's Zero Waste to Landfill objectives.

The Board of Management sets the overall strategic direction of the College. The operational lead is the Vice Principal – Finance, Resources and Sustainability, as the Strategic Lead of the Climate Change Operational Leads (CCOLs). The CCOLs consist of the Vice Principal – Finance, Resources & Sustainability, the Sustainability

Officer, the Depute Head of Curriculum and the Head of Facilities who each have specialisms and technical expertise to support the College in its achievement of this approach.

The College's leadership is focused on Resource efficiency and the Circular economy, as described in the Circular Economy (Scotland) Act and referenced in the College's own Sustainability Policy and Procurement Policy.

With the College's interest in the above, the College has adopted the waste reporting period of the 2024/2025 academic year as its baseline year. The baseline is 172 tonnes of general waste which was generated through the College's operation in the 2024/2025 academic year.

With this Baseline agreed by the College, the College aims to achieve a year-on-year reduction of General waste by 10 tonnes.

The Sustainability Officer, in conjunction with the Climate Change Operational Leads (CCOLs), is responsible for providing leadership on this approach and is accountable for reporting on waste generation. Quarterly waste performance reports will be submitted to the Finance and Resource Committee of the Board of Management.

Incentivise general waste reduction

This can be achieved through zero waste contract for wastes with high likelihood of being destined for Landfill. The review of waste contracts that will see the College benefitting from reduced general waste and other similar high-risk waste being produced, will serve as an incentive to reduce the generation of such waste.

Recycling

This approach is geared towards responsible sorting of our waste. This entails diverting waste from general waste and other high-risk waste to options such as, preparation for reuse, recycling or energy generation. This ensures residual waste from the College's operation are reduced.

This approach will reduce the use of non-renewable resources, hence reducing pressure on the need to extract these non-renewable materials. This approach involves the following processes.

- Commitment to ensure recycling and reuse of materials through partnership with organisations that provide these services.
- Dedicate 80% of the College's Janitorial and Office paper purchase to materials made from post-consumer materials (Recycled paper).
- Proper storage and disposal of hazardous waste according to regulations, to prevent contamination of recyclables waste.

- Make efforts where possible to replace hazardous materials with non-hazardous materials.

Purchases and Procurement

Purchases and procurement play a very important role in the approach. This is because the origin of most waste begins with procurement. The College intends to achieve its target by:

- Conducting ongoing reviews of vendors to ensure the supply process of vendors minimise waste. Where areas in the process have been identified, materials will be rejected.
- There will be a review of operations to track suppliers that need products redesigned to minimise waste.
- Encouraging a take back program for products and packaging that are difficult to reuse, recycle and compost by vendors.
- Where possible, request vendors to use 100% recyclable materials when designing procured products, packaging and materials. Requesting items such as alternatives to Styrofoam packaging.
- Ensuring that sustainability and waste reduction criteria continue to form part of procurement evaluations and contract management processes.

Waste Monitoring and Reporting

Waste monitoring and reporting will be measured against the baseline that has been highlighted above. This will be done by:

- Reporting and reviewing of general and other high-risk waste.
- Auditing waste bins and involving staff and students in this.
- Assessing processes for avenues to divert wastes from landfill.

Key Performance Indicators (KPIs) will include the following which will be brought to the attention of the Board of Management quarterly through the Finance and Resources Committee.

Key Performance Indicator
Total Waste (tonnes)
General Waste (tonnes)
Recycling Rate (%)
Waste Contamination (%)
Waste Management Costs (£)
Carbon emissions from waste (?)

Identification of opportunities to design out waste in high-risk areas of our operation

The processes involved in this include:

- Progressive elimination of single use materials that have a high risk of finding their way to landfill, by determining materials that are used one time and then discarded.
- Ensuring a paper reduction program for office functions for example through duplex print continue to form part of our waste reduction approach.
- Demonstrating commitment to grass cycling for mowed surfaces.

Training/Communication

Training forms a very important part of the zero waste to landfill approach. This is because training is one of the ways that changes behaviour to encourage zero waste to landfill achievement. The processes involved include:

- Presentation of the zero waste to landfill approach's goal and baselines to employees and students during induction.
- Include the zero waste to landfill approach or its elements in existing staff and students' communication.
- Correct bin usage instructions to be included in staff and student induction.
- Involvement of procurement personnel and vendors in awareness of the zero waste to landfill approach.
- Inform staff and students about contamination of recyclable waste.
- Identify areas within the college where they are high contamination of recyclables and further engage with staff or students, to better understand what waste goes into specific waste bins.

Staff and Students Participation

The College recognises that the fulfilment of this approach is only possible through collaborative engagement with both staff and student groups. The approach therefore has two key objectives in this regard, to:

- Ensure staff and students participate in waste audit for recyclable waste.
- Encourage staff and students to bring innovative ideas that will drive the zero waste to landfill approach.

The Climate Change Action Team (CCAT) at the College consists of both student and staff representatives. They meet monthly to consider environmental sustainability.

To maximise staff and student engagement, the CCAT will consider interaction with the Students' Association and Staff members on climate related activities. The process will also involve the appointment of waste champions among staff and students to drive forward waste management initiatives through among others, actively participating in annual competitions and events, such as Scotland's Climate Week.

Proper Handling and Reduced Generation of Hazardous Waste

The College is committed to ensuring that all hazardous waste arising from its operations is managed safely, responsibly and in compliance with all applicable legislation. Hazardous waste has the potential to contaminate recyclable waste, that are not destined for landfill if not handled correctly and therefore requires specific controls throughout its lifecycle.

The College will seek to minimise the generation of hazardous waste wherever practicable through the substitution of hazardous materials with less hazardous alternatives and through the application of waste prevention principles.

The College will achieve this by:

- Ensuring all hazardous waste is identified, stored, transported and disposed of in accordance with relevant legislation and best practice guidance.
- Maintaining secure and clearly labelled storage areas for hazardous waste to prevent accidental release, contamination or unauthorised access.
- Using only licensed and authorised waste management contractors for the collection, transport, treatment and disposal of hazardous waste.
- Retaining all required waste transfer notes, consignment notes and supporting documentation to demonstrate legal compliance and provide an auditable record of waste management activities.
- Providing appropriate training and guidance to staff responsible for handling, storing or arranging the disposal of hazardous materials and wastes.
- Reviewing opportunities to replace hazardous substances with less hazardous or non-hazardous alternatives where operationally feasible.
- Ensuring hazardous waste is segregated from general and recyclable waste streams to prevent contamination and maximise recycling opportunities.
- Monitoring hazardous waste generation to identify trends and opportunities for waste reduction.
- Promoting the reuse, refurbishment and recycling of Waste Electrical and Electronic Equipment (WEEE) where appropriate, ensuring that all WEEE is managed through approved disposal routes and diverted from landfill wherever possible.

Ensuring batteries, fluorescent lamps, chemicals, paints, solvents, oils, laboratory materials and other hazardous wastes are handled and disposed of through compliant and environmentally responsible processes.

Fig 1: Snapshot of South Lanarkshire College's Waste Management Dashboard for the 2025/2026 Fiscal Year



Table 1: Approach Actions Plans August 2026 to July 2027

Activity	Responsible Person	Aug. 2026	Sept. 2026	Oct. 2026	Nov. 2026	Dec. 2026	Jan. 2027	Feb. 2027	Mar. 2027	Apr. 2027	May. 2027	June. 2027	July. 2027
Leadership													
Annual Review of waste generation against baseline and target.	Sustainability Officer												
Report on general waste and other high risk waste generation during Finance and Resource Committee meeting.	Sustainability Officer												
Incentivise general waste reduction													
Review of waste contract to reflect zero waste contract.	Head of Facilities												
Recycling													

Establishment and reporting on waste recycled through partnership with other Organizations	Sustainability Officer												
Activity		**Aug. 2026**	**Sept. 2026**	**Oct. 2026**	**Nov. 2026**	**Dec. 2026**	**Jan. 2027**	**Feb. 2027**	**Mar. 2027**	**Apr. 2027**	**May. 2027**	**June. 2027**	**July. 2027**
Monitoring of purchases to reflect the 80% of the College's janitorial and office paper are sourced from post-consumer materials	Supply Chain Manager												
Purchases and Procurement													
Review of vendors/suppliers for waste minimization	Supply Chain Manager												
Inclusion of a take back program for packaging that has are at risk of being destined for landfill	Supply Chain Manager												
Inclusion of zero waste to landfill element in the preference	Supply Chain Manager												

process/ranking of vendors													
Waste Monitoring/Tracking													
Auditing of waste bins	Building Supervisors												
CCAT Assessment of processes to divert and design out waste in high-risk areas of our operation waste from Landfill	CCAT Members drawn from all Departments												
Annual review of zero waste to landfill approach.	Sustainability Officer and SLT												
Training and Communication													
Review impact of Communication of elements of the zero waste to landfill approach	CCAT Members drawn from all Departments, Students Services.												

Continuous identification of areas with high contamination rates of recyclables and addressing of issues associated with this.	Building Supervisors, CCAT Members drawn from all Departments, Sustainability Officer												
Employee/Students Participation													
Include innovative ideas related to zero waste to landfill in CCAT meeting agenda.	CCAT Members drawn from all Departments												

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Health & Safety Policy
REFERENCE	12
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of People Services gary.mcintosh@slc.ac.uk
PURPOSE:	To update members on the development of the Health & Safety Policy and seek approval for the Policy.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • note the updates to the Health & Safety Policy; and • approve the Health & Safety Policy.
RISK	The following risks apply, should the Policy not be updated and approved: • **Legal Liability:** Personal prosecution, fines, or disqualification under UK law. • **Financial Risk:** Significant fines and compensation payouts; disruption to operations. • **Reputational Damage:** Loss of stakeholder trust and negative media exposure. • **Governance Failures:** Breach of duty to lead on safety; undermines strategic oversight.
RELEVANT STRATEGIC AIM:	• People and Culture Development
SUMMARY OF REPORT:	• The Policy provides a clear framework for the management of health and safety, setting out the scope, governance arrangements and responsibilities across the College. • Senior Leadership Team endorsement will be captured through a separate sign-off process rather than within the Policy document itself. • The principal enhancements within the revised Policy are: • *strengthened emphasis on the reporting and investigation of near misses;* • *integration of the Attendance Management and Support Procedure and associated employee support arrangements;* • *introduction of a dedicated responsibilities section for the Head of Facilities;* • *Introduction of a Head of Finance section, to capture Insurance responsibility.* • *enhanced employee responsibilities in relation to risk assessment review, health surveillance, communication and compliance; and*

	• *inclusion of a new section covering accidents, incidents, near misses, first aid and work-related ill health.*

South Lanarkshire College
East Kilbride

HEALTH AND SAFETY POLICY

Version Number: 6.3

Document Information

Procedure Published/Created:	August 2022
Reviewed Date:	September 2026
Owner:	Head of People Services
Approved by:	Board of Management
Equality Impact Assessment:	Yes
Next Review Date:	September 2027

Version History

Version Number	Date	Author	Rationale
2.0	August 2022	Stella McManus	Statutory duty
2.1	August 2023	Craig Ferguson	Annual Verification of update
6.0	February 2024	Craig Ferguson	V number in line with previous
6.1	August 2024	Craig Ferguson	Annual Verification of update
6.2	August 2025	John Dick	Annual Verification of update
6.3	August 2026	Gary McIntosh	Annual review and update

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STATEMENT OF GENERAL POLICY

The Board of Management, the Principal, the Vice Principals, and the Senior Leadership Team (SLT) recognise that the provision of a safe and healthy working environment is essential to the well-being of staff and students and the success of South Lanarkshire College.

In line with the Health and Safety at Work Act 1974 the College is aware of its duty to ensure, so far as is reasonably practicable, the health, safety and welfare of all employees, students, visitors, contractors, and others who may be affected by its activities. The College understands its statutory duties to include:

a. the provision and maintenance of plant and systems of work that are, so far as is reasonably practicable, safe and without risks to health;
b. arrangements for ensuring, so far as is reasonably practicable, safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances;
c. the provision of such information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of his employees;
d. so far as is reasonably practicable as regards any place of work under the employer's control, the maintenance of it in a condition that is safe and without risks to health and the provision and maintenance of means of access to and egress from it that are safe and without such risks;
e. the provision and maintenance of a working environment for his employees that is, so far as is reasonably practicable, safe, without risks to health, and adequate as regards facilities and arrangements for their welfare at work.

(General Duties of Employers to Employees, Health and Safety at Work Act, 1974)

The effectiveness of the Board's Health and Safety Policy will be monitored regularly and reviewed, in consultation with employees and their representatives as well as other stakeholders such as internal auditors. The Board is committed to continual improvement in the management of health and safety and the development of a positive and robust health and safety culture. To support this policy the Senior Leadership Team will ensure adequate resources are provided to enable the aims of this policy.

The College will:

- aim to prevent accidents and cases of work-related ill health;
- provide adequate control of health and safety risks arising from work activities including systematically identifying hazards to assess and control risks.
- implement and maintain an effective and properly resourced health and management system;
- define and delegate specific health and safety responsibilities;
- on an annual basis set health and safety targets and objectives which will be reviewed periodically;
- provide adequate health and safety information, training and supervision;
- maintain effective systems of communications on health and safety matters;
- consult with employees and their representatives on health and safety matters; and
- comply with legal requirements, approved codes of practice, guidance, and recognised sector best practice.

The Senior Manager with overall responsibility for Health and Safety is the Principal and Chief Executive, and the management appointee with responsibility for coordinating Health and Safety is the Head of People Services. The specialists with responsibility and technical expertise is the Health & Safety Advisor and Head of Facilities.

Health and Safety responsibilities are included in job descriptions, as appropriate to each post. In addition, all employees, students, visitors, contractors and others on the College premises have a duty to take reasonable care of themselves and all other persons who may be affected by what they do or fail to do.

Overall responsibility for effective Health and Safety lies with the Principal and Senior Leadership Team (SLT). All employees must co-operate with the College in fulfilling its statutory duties and the aims of the Health and Safety Policy.

To enable the College to meet its statutory duties and commitments set out above, a comprehensive management system will be operated, which will include written procedures and arrangements for all relevant areas of health and safety management. The management system covers all College activities on campus. To ensure that the Health and Safety Policy is kept up to date it will be reviewed annually by the Health and Safety Committee, the SLT and the Board of Management to ensure that account is taken of any applicable legislative changes, new guidance or best practice and to identify and correct any deficiencies.

	Date	
Stella McManus Principal & Chief Executive of South Lanarkshire College		
	Date	
Douglas Morrison Chair of Board of Management of South Lanarkshire College		

SPECIFIC POLICY AND SCOPE

The Board regards these health and safety obligations as a minimum standard to be achieved throughout all College activities and requires staff, at every level, and students to accept the promotion of high standards in health and safety as a core objective.

The College will provide a safe environment for all employees, students, contractors, and visitors which comply with current health and safety legislation, so far as reasonably practical, including making reasonable adjustments to comply with the College policy for equalities and inclusiveness.

The College will:

Compliance & Assurance

- provide and maintain places of work that are safe and without undue risks to health. Ensure that all premises, means of access and egress, plant equipment and vehicles under college control are designed, constructed, maintained, and used, with due regard to health and safety;
- make arrangements for ensuring safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances. Assess the risks to health of harmful substances used by employees and students and introduce measures to remove/minimise such risk, so far as is reasonably practicable;
- ensure adequate information is available with respect to machinery and equipment used, detailing the conditions and precautions necessary to ensure they are used without risk to health and safety;

Risk Management

- adopt the 'hierarchy of risk management' approach, whereby hazards are eliminated or substituted where reasonably practicable before considering the need for engineering control and then segregation. Only where this cannot be reasonably achieved will Personal Protective Equipment (PPE) be considered;
- provide protective clothing and equipment as necessary and ensure that personnel are adequately trained in the correct use of this and that it is worn/used when required and that it is checked and maintained regularly;

Training, Communication & Support

- provide information, instruction, training, and supervision as is necessary to ensure health and safety at work of employees, students, contractors and visitors.
- support Trade Union and other staff representatives to perform their functions and consult with them in promoting and developing measures to ensure high standards of health and safety at work and promote, through consultative machinery, joint consultation on health and safety matters and encourage effective participation in such matters by employees;
- always ensure that there is suitable training and retraining available for first aiders and arrange for the provision of first aid services to ensure prompt and appropriate treatment of illness and injury occurring during work;
- arrange for medical advice to be provided on any aspect of health at work including the rehabilitation of employees returning to work following illness or injury;
- provide and maintain a health surveillance programme where appropriate;
- provide facilities appropriate to enable staff's health and safety; and

Monitoring & Improvement

- ensure that a satisfactory system is maintained for reporting, collecting, analysing, and presenting information on accidents, incidents, and sickness at work to facilitate all necessary investigative and corrective action.

THE ORGANISATION

Table 1: Reporting Structure for Health and Safety Concerns

Board of Management		
Principal and Chief Executive		
Vice Principal of Student Experience and Innovation and Vice Principal of Finance, Resources and Sustainability		
Curriculum Management	Head of People Services and Head of Facilities	Professional Services Management
Health and Safety Advisor		
Teaching and Support Staff		
Students		

It is the role of every member of staff, student and visitor to the College to ensure that all Health and Safety concerns, hazards, issues or incidents should be reported directly either to the appropriate line manager or the Health and Safety Advisor.

RESPONSIBILITIES AND ARRANGEMENTS

It is recognised that successful management of health and safety requires the commitment of all people within the organisation. The purpose of this policy is, therefore, to define the health and safety roles, responsibilities, and accountability of college employees, from senior management throughout the management chain.

The College recognises that **all** individuals within the organisation have a responsibility to ensure their own safety and that of others. Consequently, all employees will have the potential to be held liable if their negligent acts or omissions result in harm being caused to any other persons. Those in positions of responsibility have additional obligations, by virtue of their 'managerial' functions. Indeed, the Health and Safety Executive (HSE) document *Enforcement Policy Statement*, HSE 41, Paragraph 43, notes the following on 'Prosecution of individuals':

"*... enforcing authorities should identify and prosecute or recommend prosecution of individuals if they consider that a prosecution is warranted. In particular, they should consider the management chain and the role played by individual directors and managers and should take action against them where the inspection or investigation reveals that the offence was committed with their consent or connivance or to have been attributable to neglect on their part, and where it would be appropriate to do so in accordance with this policy. Where appropriate, enforcing authorities should seek disqualification of directors under the Company Directors Disqualification Act 1986.*"

The following sections set out the principal health and safety related responsibilities of individuals within the organisation. These duties will be in addition to the general duty of all individuals to ensure the health, safety and welfare of themselves and all others who may be affected by their undertakings.

In addition to the *individual* liability of senior staff, the *Corporate Manslaughter and Corporate Homicide Act 2007* allow *companies* and *corporations* to be prosecuted for corporate homicide (in Scotland) where serious management failures result in death. Under this Act there is no longer the need to identify a 'controlling mind' (i.e., one individual whose negligence or recklessness caused the death) to convict an organisation of homicide, thus making it easier to prosecute organisations.

The management responsibilities defined within this Policy should ensure that adequate and appropriate managerial control is exercised over health and safety issues to prevent prosecution for corporate homicide.

Responsibilities – The Board of Management

The Board of Management, headed by a Chairperson, comprises non-executive and executive members, provide professional, community and stakeholder representation and is accountable to the Scottish Government (SG) through the Scottish Funding Council. They are the employer of the College staff and have a duty of care for their employees. They are required to ensure the quality of the provision of health and safety across all College activities and locations.

It is recognised that the Board of Management, while not actively involved in the daily running of the College, has certain responsibilities in terms of health and safety and the following procedures will be adopted to ensure these responsibilities are effectively discharged. The Board of Management will:

Leadership & Governance

- approve the vision and overall strategy for the direction of health and safety management within the College and drive forward continual health and safety improvements;
- consider health and safety under the risk standing items on the agenda of all Board of Management meetings;
- ensure that the College's Health and Safety Policy reflect current legislation and Board of Management priorities;
- ensure that health and safety systems are in place and remain effective;

Monitoring & Improvement

- ensure that College management provides monitoring and reporting of health and safety performance to the Board of Management and/or an appropriate standing committee;
- review the College's health and safety performance annually against its health and safety team development plan; and
- review any significant health and safety failures and results of any subsequent independent investigations.

Responsibilities – The People and Culture Committee

The People and Culture Committee will place Health and Safety as a standing item on the agenda of all general meetings. This will allow reporting on safety performance, funding requirements, safety failures and other health and safety related issues. The Committee will give all such issues due consideration and will make available all reasonable funding and support as may be required.

The People and Culture Committee will consider the findings of all internal and external health and safety audits carried out within the organisation and will authorise the use of all reasonable support required to rectify any significant non-compliance issues identified from such audits.

The People and Culture Committee will take an active interest in the investigation into any significant safety failure, making available all reasonable resources for a full investigation and for the taking of adequate measures to rectify any deficiencies in the existing arrangements.

Responsibilities – The Principal and Chief Executive

The Principal and Chief Executive holds responsibility for the day to day running of the College and it is recognised that this function also incurs overall responsibility for health and safety management within the organisation. The Principal and Chief Executive is responsible for ensuring the implementation of the policy and arrangements supported by the Head of People Services.

The Principal may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence.

The Principal and Chief Executive will:

Leadership & Governance

- approve the Health and Safety Policy and will sign the Health and Safety Policy along with the Chair of the Board of Management, where there is a change of Principal, the incoming Principal will sign the documentation upon appointment to demonstrate commitment and acceptance of responsibilities;
- approve the appointment of the Head of People Services (who will have accountability for health and safety management and performance) by ensuring that they have the requisite competence and are provided with resources to effectively fulfil the role;
- be responsible for the reporting of health and safety performance to the Board of Management but may delegate this task to either Vice Principal or the Head of People Services;
- ensure that adequate resources are provided to achieve compliance with the Health and Safety Policy and associated arrangements and will take all appropriate action to rectify failures that require intervention above the management grade of the Head of People Services;

Monitoring & Improvement

- be responsible for reviewing relevant reports, documentation and information provided by the Head of People Services and for taking appropriate action to ensure adequate resources are made available to rectify any safety failures and to improve health and safety performance.

Responsibilities – Head of People Services and Head of Facilities

The Head of People Services and Head of Facilities have been given specific responsibility for the performance of the College against the Health and Safety Policy and associated arrangements. Therefore, the Head of People Services and Head of Facilities will be responsible for implementing the policy and arrangements that have been approved by the Board of Management, the Principal and the Senior Leadership Team.

The Head of People Services, supported by the Head of Facilities will:

Leadership & Governance

- be responsible for reporting to the Principal health and safety performance, funding requirements, resource implications, safety failures and other health and safety related issues;
- develop, review, and update annually the College Health and Safety Policy and Procedures;
- be responsible for all health and safety planning including the setting of objectives and priorities;
- prompt and encourage the promotion of a positive health and safety culture across the College in order to secure the effective implementation of the Health and Safety Policy;
- ensure that where any amendment that is made to the text or other content of the Health and Safety Policy and supporting documents, it is duly authorised, referenced and communicated;

Compliance & Assurance

- maintain adequate information systems on relevant laws and safety management practices;
- provide interpretation of health and safety laws and their implications for the organisation;
- establish and develop professional relationships at all levels within and outside of the organisation (including the Health and Safety Executive, Trade Bodies, Colleges Scotland);

Risk Management

- ensure that health and safety considerations are considered for all new investment opportunities and in the organisation's purchasing policy. The objective will be to minimise risks as early in the purchasing chain as is reasonably practicable. Where required, the Head of People Services or head of Facilities will refer to the Principal;
- assist in identifying hazards, assessing risks, and identifying suitable means of control;
- assist in the establishment, development and maintenance of risk control standards relating to 'software' (such as procedures, systems and people);
- implement plans and monitor control measures employing active and reactive techniques;

Monitoring & Improvement

- review performance and ensure the routine auditing of the whole health and safety management system;
- establish and maintain adequate and appropriate active monitoring and auditing systems;
- be responsible for reviewing all reports and documentation provided by departments and faculties in accordance with the Health and Safety policy and for taking appropriate action to rectify non- compliance and to achieve continual improvement;
- be responsible for reviewing and taking appropriate actions for any health and safety related issues raised via the appropriate channels;

Incident Management

- maintain the procedures for recording, reporting, investigation and analysis of accidents, incidents, near misses and cases of ill-health;

Training, Communication & Support

- be responsible for maintaining an adequate programme of staff training in health and safety, ensuring that all staff are given appropriate instruction, information and training to reduce the risks associated with their work to an acceptable level.
- be responsible for planning and approving all health and safety training;
- ensure that adequate communication channels exist throughout the entire organisation to allow health and safety issues to be dealt with in a timely and effective manner.
- be responsible for dealing with all health and safety issues referred to him/her/them by managers, staff, students and trade union safety representatives and Committees; and
- The Head of Facilities will work with other staff, such as the Health and Safety Advisor, to:
    - be responsible for maintaining records of all health and safety information provided to contractors;
    - be responsible for communicating with contractors in respect of health and safety and for arranging responses to any health and safety related questions and queries. Records of all communications will be retained by the Facilities Department; and
    - be responsible for operating a 'Permit to Work' system for all contractors. Records of all such permits will be retained by the Facilities Department.

Responsibilities – Head of Finance

The Head of Finance is responsible for ensuring that appropriate insurance arrangements are maintained to protect the College, its employees, students, visitors, assets and activities, and to support the effective management of insurance-related matters. The Head of Finance will:

Insurance & Claims Management

- ensure that appropriate insurance arrangements are maintained, including employers' liability, liaise effectively with insurers, brokers and loss adjusters as required, oversee the reporting and

administration of claims, and ensure that accurate insurance, claims and supporting records are created, maintained, retained and disposed of in accordance with legal, regulatory and data protection requirements.

Responsibilities – Head of Facilities

The Head of Facilities is responsible for ensuring that the College estate, buildings, infrastructure, equipment and associated services are maintained in a safe condition and comply with all relevant statutory requirements. The Head of Facilities will:

Compliance & Assurance:

- ensure compliance with all statutory, regulatory and approved code of practice requirements relating to the College estate, buildings, grounds, facilities management services, plant, equipment, engineering systems, cleaning operations, workplace environments and all assets within their remit, ensuring that appropriate inspection, maintenance, testing, certification, monitoring and assurance arrangements are in place and maintained;
- be responsible for ensuring that all facilities-related activities are undertaken in accordance with relevant health and safety legislation, including but not limited to those relating to fire safety, workplace safety, building safety, electrical safety, water hygiene, lifting equipment, asbestos management, construction activities, contractor management and environmental health obligations.
- ensure that suitable, fully-compliant arrangements are in place for planned preventative maintenance and statutory inspection programmes, including those relating to building fabric, electrical systems, lifts, fire safety systems, water systems and other safety-critical infrastructure;
- provide advice and reports to the Senior Leadership Team and the Health and Safety Committee on estate compliance, maintenance performance, premises risks and facilities-related health and safety matters;

Risk Management:

- ensure that risk assessments, inspections and monitoring activities are undertaken in relation to facilities, buildings, equipment and maintenance activities, with appropriate control measures implemented and reviewed;
- ensure that defects, hazards and maintenance issues are identified, reported, prioritised and addressed within appropriate timescales according to the level of risk;
- ensure the management of contractors and service providers, ensuring that facilities-related work is carried out safely and in accordance with College procedures, risk assessments, permits to work and statutory requirements;

Monitoring & Improvement:

- ensure that all College buildings, plant, machinery, infrastructure and services are inspected, maintained and managed to provide a safe environment for employees, students, contractors and visitors;
- ensure that all facilities-related equipment, tools and assets provided by the College are suitable for purpose, maintained in a safe condition and subject to appropriate inspection and testing regimes;
- be responsible for the maintenance, repair and replacement of College assets, including furniture, workstations, desks, chairs, tools, equipment, machinery and other physical resources used in College operations;

Training, Communication & Support:

- ensure that cleaning, housekeeping and waste management services are provided to a standard that supports the health, safety and wellbeing of all building users;
- ensure that workplace environments are maintained in a safe condition, including arrangements for lighting, heating, ventilation, access, egress and welfare facilities; and

Incident Management:

- be responsible for ensuring that physical security, building access controls, locking arrangements, emergency communications systems, signage and other protective security measures are maintained and capable of supporting emergency evacuation and invacuation procedures.

Responsibilities – The Senior Leadership Team

Due to the senior 'managerial' function performed by the Senior Leadership Team, it is recognised that they may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence. The Senior Leadership Team will:

Leadership & Governance:

- ensure the active participation of their areas in the Health and Safety Committee. This will involve the identification of health and safety concerns within their areas, the raising of pertinent issues for consideration by the Committee and the actioning of all measures identified by the Committee and management staff as required;
- so far as reasonably practicable, implement all relevant policies, procedures, and arrangements within their areas, as required by the Health and Safety Policy, Health and Safety Committee and other directions from senior staff and other relevant groups;

Risk Management:

- the Senior Leadership Team will be responsible for the risk assessment process within their areas of responsibilities. This will include ensuring that all appropriate risk assessments are completed and reviewed in a timely and effective manner and that all identified risk control measures are implemented;
- so far as is reasonably practicable, ensure that all departmental staff adhere to all relevant risk assessments, adopt safe working procedures, work in accordance with any training provided and effectively use control measures, protective equipment or other health and safety materials, and that they are appropriate for the nature of the work carried out;
- where any significant breach of Health and Safety procedures is identified, ensure appropriate action is taken to reduce the immediate risk and report the issue to the Head of People Services without undue delay. All such incidents will be reported to the Health and Safety Committee;

Training, Communication & Support:

- so far as reasonably practicable, ensure that adequate communication channels exist throughout their areas of responsibilities to allow health and safety issues to be dealt with in a timely and effective manner. All staff will be given the opportunity to raise any safety related queries with their line managers, or a member of the Senior Leadership Team; and
- raise without undue delay with the Head of People Services the need for further training or any other form of risk control for staff is identified.

Senior Leadership Team
Principal & Chief Executive
Vice Principal Finance, Resources and Sustainability
Vice Principal Student Experience and Innovation
Head of Business Innovation and Development
Head of Curriculum
Head of Digital
Head of Facilities
Head of Finance
Head of People Services
Head of Quality, Learning & Teaching Innovation
Head of Student Services

Responsibilities – Head of People Services

The Head of People Services will be responsible for ensuring that effective recruitment and selection processes are in place to ensure the competency of those selected for employment.

The Head of People Services will be responsible for ensuring that reference to staff health and safety responsibilities is contained within standard written statements of employment.

The Head of People Services is responsible for ensuring appropriate health and safety training is in place for all employees.

Responsibilities – Heads, Managers (including Curriculum & Quality Managers), Depute Heads, and Supervisors.

It is recognised that Heads, Managers (including Curriculum & Quality Managers), Depute Heads and Supervisors. may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence.

Heads, Managers (including Curriculum & Quality Managers), Depute Heads and Supervisors have responsibilities which are listed below. All managers:

Compliance & Assurance

- must be conversant with the Board's safety policies and procedures;
- will ensure that relevant safety documentation is readily available for reference to auditors and/or regulating authorities;
- will ensure that personnel for whom they are responsible have received training appropriate to their needs and that all such training is documented;

Risk Management

- will ensure the necessary risk and Control of Substances Hazardous to Health (COSHH) assessments have been carried out and are reviewed routinely and the safety provisions relating to the work discussed with those conducting the activity;
- will monitor staff compliance with risk assessment and COSHH control measures and censure those who fail to comply;
- will ensure that the levels of supervision provided are influenced by the severity of risk in the workplace and the competence of the employees/students involved;
- will ensure that the levels of supervision provided are sufficient to accommodate the particular needs of those who undertake high risk tasks, including:
    - new employees;
    - young people (A young person is anyone under 18);
    - new or expectant mothers; and
    - lone workers.
- will ensure that the levels of supervision are suitable and sufficient to accommodate staff handovers;

Monitoring & Improvement

- should ensure that the work environment and equipment are safe and well maintained, identifying, and correcting hazardous conditions;
- may be required, after consultation with the Head of People Services and/or the Health and Safety Advisor, to assist in the investigation of accidents, incidents or near misses, revising risk assessments, where necessary;

Incident Management

- will ensure proper disposal of waste materials in accordance with college procedures;

Training, Communication & Support

- will ensure that staff, students, or visiting workers for whom they are responsible receive suitable training and information about emergency procedures;
- will ensure that they conduct regular Health and Safety 'toolbox talks' with staff for whom they are responsible. These 'toolbox talks' can be carried out during routine staff / team meetings;

- will assist the Head of People Services and/or the Health and Safety Advisor in the identification of relevant staff for occupational health surveillance. Further, they will ensure that these individuals who require occupational health surveillance attend appointments as and when required;
- will implement the Attendance Management & Support procedure, to support employee wellbeing and attendance, including individual stress risk assessments, wellbeing plans, occupational health referrals, etc.; and
- should recognise and promote the benefit of on-the-job coaching and team building to develop a positive health and safety culture within their area of responsibility.

Responsibilities – Employees

All staff have general duties to ensure their own safety and that of others. The Health and Safety at Work Act 1974 notes the following in respect of staffs' duties:

"*It shall be the duty of every employee while at work –*

a) to take reasonable care for the health and safety of himself/herself/themselves and of other persons who may be affected by his/her/their acts or omissions at work; and
b) as regards any duty or requirement imposed on his/her/their employer or any other person by or under any of the relevant statutory provisions, to co- operate with him/her/them so far as is necessary to enable that duty or requirement to be performed or complied with."

The following procedures will, therefore, be adopted by all staff to ensure these duties are adequately discharged. Staff will comply with the policies, procedures and arrangements and with any information, instruction and training provided. In addition, any risk control measures, and equipment provided to ensure safe working practices will be properly used. All staff:

Risk Management

- shall report immediately any identified breaches of health and safety procedures, any accidents, safety related incidents, near misses, and any aspect which appears to them to give rise to a significant risk following due reporting procedures and to their line management;
- will inform their line manager, or the appropriate member of the Senior Leadership Team without undue delay where they believe that further training or other risk control measures would be beneficial. Where the employee believes significant risk to be present those tasks will not be carried out and the appropriate member of the Senior Leadership Team and the Head of People Services and/or the Health and Safety Advisor should be informed without delay of the concern;
- will co-operate in all safety programmes, training, risk assessments, near miss activities and other initiatives that are intended to reduce risk and are to actively implement any control measures identified to them as being required;
- ensure that all activities, tasks, events, and operations under their control are subject to a suitable and sufficient risk assessment, review risk assessments regularly and update them whenever there are changes to activities, personnel, equipment, environments, legislation, or following an incident or near miss. No activity shall be undertaken unless it is covered by an approved risk assessment;
- ensure that all employees, students, contractors, visitors, and any other persons involved are fully briefed on the activity, associated hazards, required control measures, emergency arrangements, and personal protective equipment (PPE) requirements, and must monitor and enforce full compliance with all identified risk control measures;

Training, Communication & Support

- will adhere to and engage with activities in the Attendance Management & Support procedure, to support their wellbeing and attendance, including individual stress risk assessments, wellbeing plans, occupational health attendance, etc.;
- will cooperate with any occupational health surveillance arrangements identified as necessary for their role, attend appointments when required, and comply with any reasonable measures arising from such surveillance to support their health, safety and wellbeing;

Compliance & Assurance

- will not participate in horseplay, practical jokes or other acts which may result in harm being caused to themselves or to other individuals.

Responsibilities – Students

Safety is an integrated function of college management, and each manager is responsible for safety performance in his/her/their sphere. The active co-operation and understanding of safety procedures by students is a vital element of the College safety approach. The avoidance of accidents is a common interest of all employees and students.

The Board of Management requires all students to:

Compliance & Assurance

- comply with the letter and spirit of current Health and Safety legislation, Approved Codes of Practice, authoritative guidance, and College Health and Safety Rules;
- recognise that each person is responsible not only for his or her own safety but also for the safety of anyone else who could be affected by his or her acts or omissions;
- not interfere with or misuse anything which has been provided by the College in the interest of health, safety or welfare;
- full adherence to risk assessments for all activities participated in, including the use of safety equipment and safe systems of works as instructed by academic, management or other staff; and
- not participate in horseplay, practical jokes or other acts which may result in harm being caused to themselves or to other individuals, and /or result in situations with the potential to cause harm; and

Training, Communication & Support

- support actively and co-operate with the pursuit and maintenance of standards of health, safety and welfare that are exemplary to the education sector.

Responsibilities – Health and Safety Committee

The Health and Safety Committee will provide an open forum for the discussion of all health and safety related issues raised by members of the Committee and by any other relevant sources. The Committee allows representation from health and safety representatives appointed by recognised trades unions and individual employees, thus allowing access to all employees and employee groups.

Leadership & Governance

- The Committee will meet at regular intervals throughout the academic year with meeting dates published at the commencement of each academic year;
- Other than the absence of the Head of People Services or the Health and Safety Advisor, a meeting should not be cancelled or postponed except in exceptional circumstances with the rearranged date being announced as soon as is practicable;
- If a member of the Committee is unable to attend a meeting, the member should nominate a named substitute;
- The quorum for the Health and Safety Committee will be five members;
- Recommendations on options to improve safety performance will be made to the Principal and Chief Executive without undue delay;
- The Committee will propose via meeting minutes and subject to the Principal's approval, members and to other appropriate persons within the organisation, actions required to be taken to implement policies, procedures, arrangements, and any other initiatives;

- The Committee will suggest solutions and initiatives for issues arising, which will be minuted and presented to the Senior Leadership Team following each meeting, without undue delay and will form part of the Health and Safety report presented to the People & Culture Committee. Where appropriate, the Committee will propose policy revisions, procedures, and arrangements, for ultimate approval by the Board of Management;

Monitoring & Improvement

- The Head of People Services and/or the Health and Safety Advisor will present a Health and Safety update report to the Committee at each meeting. The Committee will review routinely health and safety performance, analyse accident statistics, reported breaches of policy and procedures, audit and inspection reports and data from other information gathering exercises; and

Training, Communication & Support

- All Committee members will undergo suitable training, which will include as a minimum 'Health and Safety Awareness'. This will ensure that all members have a working knowledge of the topic, commensurate with their role in the Committee and within the organisation as a whole.

Responsibilities – Contractors

A contractor is an individual or company that the College does not employ but who is commissioned/contracted, to carry out a set task or tasks during the duration of contract, whether or not this is on a formal contract basis.

Contractors shall:

Compliance & Assurance

- always comply with the Health and Safety at Work etc. Act 1974 (HSAWA) and all subordinate legislation;
- adhere to the Construction (Design and Management) Regulations 2015(CDM);
- comply with all safety instructions issued by the College;
- work to a permit-to-work system for certain operations indicated or arising from the initial method statement and risk assessment stage which are considered to pose high risks;
- at all times use their own equipment and tools unless it has been pre- arranged with the Head of Facilities;

Risk Management

- prior to commencing work undertake appropriate risk assessments and provide the Head of Facilities with both completed risk assessments and method statements for the work to be carried out;
- inform the Head of Facilities of any changes to the method statements or risk assessments provided;

Monitoring & Improvement

- at all times, whilst engaged on a contract, ensure that their operations are executed under the controlled supervision of a named individual onsite; and

Training, Communication & Support

- inform the Head of Facilities of the named individuals on site.

Safe Behaviour & Fitness for Work

All employees, managers, students, contractors, agency workers and visitors are expected to behave in a safe, responsible and professional manner, contribute to a positive health and safety culture, and take reasonable care for their own health and safety and that of others who may be affected by their acts or omissions. They:

Safe Conduct

- will behave in a safe, responsible and professional manner and will not engage in horseplay, practical jokes, reckless behaviour, violence, aggression, bullying, harassment, misuse of equipment or any other conduct that may place themselves or others at risk;
- will promote and support safe behaviours, challenge or report unsafe acts, unsafe conditions or inappropriate conduct where safe and reasonable to do so, and assist in ensuring that others comply with health and safety requirements;
- will not possess, carry or use offensive weapons, prohibited items or anything intended to cause harm on College premises or whilst undertaking College-related activities, unless specifically authorised for educational or operational purposes;

Compliance & Cooperation

- will comply with all relevant health and safety policies, procedures, risk assessments, safe systems of work, instructions and control measures applicable to their activities;
- will cooperate with the College and others in the implementation of measures necessary to meet health and safety requirements and will not intentionally or recklessly interfere with, misuse or damage anything provided in the interests of health, safety, welfare or security;

Fitness for Work, Study and Activities

- will ensure that they are fit to undertake their work, study or other activities safely and will not participate in activities where alcohol, drugs, medication, illness or any other circumstance may adversely affect their judgement, capability or safety, or the safety of others;
- will comply with College requirements relating to smoking, vaping, occupational health, health surveillance and fitness for work arrangements, and cooperate with any measures identified to support health, safety and wellbeing;

Reporting Concerns

- will promptly report any concerns relating to unsafe behaviour, unsafe conditions, fitness for work, violence, substance misuse, prohibited items, incidents, near misses or any other matter which may adversely affect health, safety or wellbeing.

Specific Duties - Managers and Lecturers

- promote safe behaviour and intervene where unsafe conduct, impairment or non-compliance is identified;
- ensure employees and students are appropriately supervised and comply with health and safety requirements.

Specific Duties - All Students

- notify their Lecturer, or another member of staff, where a health condition, medication, substance or other circumstance may affect their ability to work safely.

Specific Duties - All Employees and Agency Staff

- notify their Manager where a health condition, medication, substance or other circumstance may affect their ability to work safely.

Specific Duties - Contractors

- comply with site rules, permit-to-work arrangements and contractor management requirements. Notify the Head of Facilities, or Depute, where a health condition, medication, substance or other circumstance may affect their ability to work safely.

Accidents, Incidents, Near Misses, First Aid and Work-Related Ill Health

The Head of People Services, or their designate, will be responsible for:

- maintaining an Occupational Health provision with suitable external consultancy;
- maintaining a recording keeping system for all Health and Safety surveillance records which relate to individual employees. This record keeping system should include the effective reporting of near misses.
- assisting managers in conducting Individual Stress Risk Assessments; and
- maintaining records of work-related ill health.

The College has undertaken a risk assessment related to the provision of First Aid and First Aiders. This will be reviewed on an annual basis. The risk assessment has identified the number and spread of First Aid personnel required by the College.

A list of appointed First Aiders will be maintained by the Head of People Services and will be appropriately displayed.

First-aiders will be responsible for:

- administering first-aid in line with their training, competence, and confidence where situations dictate;
- recording all accidents on the College accident report form;
- recording all incidents/near misses on the College incident/near miss form;
- Incident forms are kept on the intranet and hard copies will be kept at the reception area; and
- Informing the Head of People Services and the Health & Safety Advisor with regards accidents resulting in injury so that they be entered onto the College Accident Management System.

Responsibility for reporting all RIDDOR-reportable occurrences to the enforcing authority lies with

- Health & Safety Advisor

Distribution of the Health and Safety & Associated Policies

The College Health and Safety Policy, and associated policies, will be available as follows:

- College Website and staff intranet
- Issued to all new staff and students through the induction process.


SLC
South
Lanarkshire
College
East Kilbride

Board of Management

DATE	22 September 2026
TITLE OF REPORT	Cover Page- Student Association Report 270826
REFERENCE	Agenda item 13
AUTHOR AND CONTACT DETAILS	Hayley Mullen, Student President Hayley.mullen@slc.ac.uk
PURPOSE:	To provide the Committee with an update on Student Association activities, priorities, governance developments and plans for the 2026/27 academic year.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • Note the progress and activities undertaken by the Student Association during the reporting period. • Note the planned priorities and programme of activity for 2026/27. • Note the Student Association's contribution to student engagement, wellbeing, representation and partnership working across the College.
RISK	Failure to maintain effective student engagement and representation arrangements may reduce opportunities to gather and respond to student feedback, potentially impacting the student experience and institutional decision-making. The activities outlined within this report contribute to mitigating this risk through enhanced communication, partnership working and student participation.
RELEVANT STRATEGIC AIM:	• The Student Experience • Culture and People Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	The report provides an overview of Student Association activity and priorities for 2026/27. It highlights the election of new Student Association Officers, appointment of a Student Engagement Manager, implementation of a refreshed Student Association identity, wellbeing and cost-of-living support initiatives, student governance developments, communication and engagement plans, external partnership activity and the programme of events supporting student participation and inclusion throughout the academic year.

South Lanarkshire College

Students' Association

Board Report

August 2026

Students' Association

YOUR COLLEGE YOUR WAY

Executive Summary

This report outlines the work, priorities and plans of the Students' Association for the 2026/27 academic year.

Led by the President and Vice President, and supported by a Student Engagement Manager the Association has introduced a refreshed visual identity to strengthen visibility and distinct student representation.

The core priorities are to amplify the student voice, enhance engagement, and deliver targeted support including well-being initiatives, cost-of-living assistance and inclusive events such as Freshers' Week. Governance arrangements have been reviewed to ensure effectiveness, while they continue to build strong partnerships across the College and the wider sector.

The Student Association remain committed to ensuring student needs inform decision-making, promoting inclusion, and enhancing the experience of every student at South Lanarkshire College.



Students' Association

YOUR COLLEGE YOUR WAY

Overview

Student Association Elections

Following the recent elections, the Student Association is pleased to welcome a newly elected Student President and Vice President, who will represent the student body throughout the 2026/27 academic year.

To further strengthen the Student Association, the College has appointed a Student Engagement Manager in April 2026. As part of the wider Student Services team, the Student Engagement Manager will provide dedicated support to the Student Association throughout the academic year. Working alongside the President and Vice President, the Student Engagement Manager will oversee in the planning, organisation and delivery of Student Association activities and initiatives, while supporting the President and Vice President in achieving their priorities and enhancing the student experience.

Additionally, the Student Association has undergone a visual rebrand to strengthen its identity and increase its visibility across the College.

While retaining the recognised South Lanarkshire College acronym (SLC) to maintain a clear connection with the College, the refreshed branding introduces a distinctive orange colour scheme that enables the Student Association to establish its own identity and stand out as the representative voice of students.

The new branding will be used consistently across Student Association communications, promotional materials and merchandise throughout the 2026/27 academic year.

Student Association Plans for 2026/27

Building on past achievements, the Student Association will develop successful initiatives and introduce new opportunities responding to student needs.

The Student Association Officers will focus on strengthening engagement, ensuring the student voice influences decision-making, and delivering projects and events that enhance the student experience.

Working in partnership, they will promote inclusion, wellbeing and representation, helping all students succeed and feel part of the College community.



SLC Students' Association

YOUR COLLEGE YOUR WAY

Student Activities & Events

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

Care Experienced End of Year Celebration - 4 June 2026

The Student Association was pleased to support the College's Care Experienced Celebration Event, which provided an opportunity for students to reflect on their successes, celebrate their progress and connect with staff in a welcoming and supportive environment. The event was attended by Care Experienced students, members of Student Services, the incoming and outgoing Student Association President, Vice President and Student Engagement Manager, as well as one of the College's Vice Principals. Students enjoyed refreshments throughout the event and received a celebratory gift bag to celebrate their achievements.

The strong attendance reflected the College's ongoing commitment to supporting Care Experienced students and recognising their achievements. The Student Association is proud to support initiatives that celebrate student success and promote an inclusive College community where all students feel recognised, valued and supported throughout their educational journey.

Supporting Successful Transitions – 22 June & 31 July

The Student Assocation was pleased to support the College's Supporting Successful Transitions programme by delivering a presentation to prospective students attending through Aspire. The presentation 'Life as a Student', introduced students to the role of the Student Association and highlighted the wide range of opportunities, support services and activities available throughout the college journey.

By engaging with students before they begin their studies, the Student Association helped promote a positive and welcoming introduction to college life. The session encouraged students to become involved in the Student Association, access the support available to them and feel confident about becoming part of the College community.

Freshers Week – 15 -17 September 2026

Freshers' Week will provide new and returning students with an opportunity to engage with the Student Association, college services and a range of external organisations supporting student wellbeing and success. Student Association merchandise, including branded jumpers, tote bags and water bottles, will also be available, supporting the launch of the Association's refreshed branding and helping to increase its visibility across the College community. The Student Association also plans to provide a range of interactive activities to create a welcoming and enjoyable atmosphere that encourages students to participate and connect with others.

Pride – 18 July & 1 August 2026

The College was proud to support Glasgow Pride, with members of staff, including Student Services, taking part in the parade to demonstrate the College's commitment to equality, diversity and inclusion. By participating in one of Scotland's largest Pride events, College representatives stood alongside thousands of supporters in celebrating the LGBTQIA+ community, promoting visibility, acceptance of South Lanarkshire Colleges' diverse range of students.



The Student Association, alongside members of Student Services and college staff also proudly represented South Lanarkshire College at Pride Lanarkshire in August 2026. The College hosted an information stall, distributing College-branded LGBTQIA+ badges and promotional stationery while engaging with members of the public, event volunteers and representatives from other organisations. Staff also took part in the Pride Lanarkshire parade, carrying the South Lanarkshire College LGBTQIA+ banner throughout the duration of the parade.



Student Wellbeing and Cost of Living Support

Breakfast Initiative

The Student Association will continue to support the College's daily Free Breakfast initiative, recognising the positive impact it has on student wellbeing, engagement and readiness to learn. Throughout the 2026/27 academic year, the Student Association will place greater emphasis on promoting the initiative through posters, digital communications and Student Association channels to ensure students are aware of the support available.

Lunch on Us

The Student Association will continue to support Lunch on Us, delivered in partnership with Aramark, providing students with access to a free lunch each week. The initiative, delivered through Aramark's on-campus food station, helps to reduce financial pressures while encouraging students to engage with college life in a welcoming and inclusive environment. Throughout the 2026/27 academic year, the Student Association will work to increase awareness of the initiative through posters, digital communications and Student Association channels, ensuring more students are aware of and can benefit from the support available.

SLC College Food Larder

The College Food Larder will continue to provide students with access to essential food items and remains an important source of support for those experiencing financial hardship. Throughout the 2026/27 academic year, the Student Association will continue to increase awareness of the Food Larder through enhanced promotion across the College, including posters, digital communications and Student Association channels, ensuring students know how to access this valuable resource whenever it is needed. The Food Larder will also be regularly monitored to ensure that the items available reflect students' needs and preferences, helping to ensure the support provided remains relevant, accessible and responsive to student demand.

The above Student Poverty Support Programmes were only made possible through the financial support of the South Lanarkshire College Foundation Trust.



Student Governance & Strategic Development

Student Association Constitution 2026 - 2031

The Student Association Constitution entered its scheduled five-year review during the 2026/27 academic year. The Student Association President and Vice President worked in partnership with Student Services to review the Constitution, with the aim of ensuring it remains relevant, accessible and fit for purpose. The review also provided an opportunity to reflect on current governance arrangements, ensure the Constitution continues to support the effective operation of the Student Association, and align the document with current practice where appropriate.

The review focused on reducing repetition, improving the overall structure and separating the Constitution, Schedules and Appendices into clearly defined sections to make the document easier for students to navigate and understand. In addition, consideration was given to improving the clarity and consistency of the language used throughout the document, making it more accessible to students while retaining the integrity of the Association's governance framework. These changes are intended to enhance transparency, improve usability for students and officers alike, and ensure the Constitution remains a practical and effective governing document for the years ahead.

Student Association Strategic Plan 2026 - 2029

Throughout the review period of the College's Strategic Plan the Student Association President and Vice President played an active role in refreshing the document. Working collaboratively with college staff, they contributed to reviewing the content, updating the wording and improving the overall presentation to ensure the document was clear, accessible and reflective of the College's current priorities.

The Student Association's involvement ensured that the student perspective was represented throughout the review process, reinforcing its commitment to working in partnership with the College to support continuous improvement and enhance the student experience.

Student Partnership Agreement

A Student Partnership Agreement 2026–2030 is currently being developed by the College and the Student Association. It will outline a shared commitment to student engagement, focusing on strengthening student representation, promoting participation, and ensuring the student voice informs decision-making across the College. There will be a series of student-focused workshops organised to ensure that the College and the Student Association capture student and staff feedback which aims to strengthen the collaborative approach that already exists.

Student Code of Conduct - Boundaries

The Student Association contributed to updates to the Student Code of Conduct, strengthening guidance on appropriate communication between students and staff. The revised guidance promotes the use o official College communication channels to maintain proessional, appropriate, and accountable interactions. These changes support a safe and respectful learning environment, reinforce professional boundaries, and help foster a positive College community based on mutual respect. The newly added boundaries section states:

‘’ We expect every student to keep relationships with staff professional, focusing on your academic success, guidance and wellbeing support. We expect you to maintain communication through appropriate channels, including college emails, Microsoft teams and college social media platforms, doing so within college hours. If you need additional support beyond your course, the lecturing team can direct you to appropriate services such as Student Guidance and Support Advisors, counselling, or the ELS team’’

Student Association Communications & Engagement

SA Communication with SLC Students

Throughout the 2026/27 academic year, the Student Association plans to strengthen communication and engagement with students by building on existing communication methods while introducing new ways to share information and encourage participation. Annual initiatives, including the Student Association events planner and the induction presentation, will continue to provide students with key information about upcoming activities, opportunities and the support available throughout the academic year.

The induction presentation will incorporate photographs and Student Association contact details to help students become familiar with the elected representatives and the student engagement manager from the outset. To further enhance communication, the Student Association plans to establish a dedicated TikTok platform to increase visibility and student engagement, alongside making greater use of digital screens across the College to promote events, campaigns and opportunities.

The Student Association President and Vice President will also wear branded Student Association jumpers in the Association’s new colour, displaying their names and roles to improve visibility and make it easier for students to identify and approach their elected representatives. The Student Association will also continue to develop its newsletter, regularly reviewing student engagement and adapting its content and format to ensure it remains relevant, engaging and effective in communicating with students.

Student Association Communication with SLC Staff

The Student Association is committed to developing strong working relationships with departments across the College to enhance the student experience through effective partnership working. Throughout the 2026/27 academic year, the Student Association will continue to engage with curriculum teams, Quality, Marketing and Student Services to identify opportunities to improve student representation, respond to emerging student needs and enhance the support available to learners. This collaborative approach will also support the promotion of Student Association initiatives, increase the visibility of the Association through enhanced marketing and social media, and ensure the student voice continues to influence College initiatives, developments and decision-making.

Through this engagement, the Student Association aims to gather honest, first-hand insight into the student experience and meaningful feedback that can support the Senior Leadership Team and Board of Management in making informed decisions that enhance the welfare and overall experience of students.

Student Association External Engagement

The Student Association President and Vice President participated in the sparqs Residential 2026, a national development programme designed to support Student Association officers from colleges and universities across Scotland. The Residential provided valuable opportunities to develop leadership skills, strengthen understanding of student representation and partnership working, and gain greater insight into the wider Scottish tertiary education sector. Engagement with fellow Student Association officers and sector professionals enabled the sharing of best practice and innovative approaches to student engagement, which will help inform the Student Association's work and support the continued enhancement of the student experience at South Lanarkshire College.

The Student Association is committed to building relationships with Student Associations across the further education sector to share best practice and enhance the student experience. During the 2026/27 academic year, the Student Association visited the Student Associations at City of Glasgow College and New College Lanarkshire to discuss successful approaches to student engagement, representation and communication. These visits provided valuable opportunities to exchange ideas, explore innovative initiatives and strengthen partnership working across the further education sector, with the aim of applying best practice to further enhance the student experience at South Lanarkshire College.



2026/2027 Events

Delivered Meetings & Events
(May - August 2026)

Mental Heath Week
11 May 2026

Carers Week
8 June 2026

CE End of Year Celebration
3 June 2026

Glasgow Pride
18 July 2026

Lanarkshire Pride
1 August 2026

Up-coming Meetings & Events
(August - November 2026)

Freshers Week
15 -17 September 2026

World Mental Health Day
10 October 2026

Halloween Celebrations
29 October 2026

Men's Mental Health Day
10 October 2026

Action Against Gender Based Violence
25 Nov - 10 Dec 2026

Period Poverty Stall
(*Running Throughout)*





Students' Association

YOUR COLLEGE YOUR WAY

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Student Satisfaction and Engagement Survey 2025-2026
REFERENCE	Agenda item 14
AUTHOR AND CONTACT DETAILS	Shona Pettigrew shona.pettigrew@slc.ac.uk
PURPOSE:	To provide members with an overview of the College's 2025-26 Student Satisfaction and Engagement Survey results, including participation and satisfaction outcomes, and to outline the planned approach to analysis and enhancement activity during 2026-27.
KEY RECOMMENDATIONS /DECISIONS:	Members are recommended to: • note the 2025-26 Student Satisfaction and Engagement Survey results; • note the significant increase in Further Education and Higher Education response rates and the resulting improvement in the robustness of the evidence base; • endorse the planned approach to integrated analysis, incorporating student satisfaction, retention, achievement and wider student feedback; • endorse the proposed activity to strengthen student partnership, representation and student voice arrangements; and • seek assurance through regular reporting on resulting improvement actions and progress.
RISK	• Failure to understand and address the factors influencing student satisfaction may adversely affect the quality and consistency of the student experience; • Failure to triangulate satisfaction results with retention, achievement and wider student feedback may result in incomplete or poorly targeted improvement activity; • Failure to demonstrate visible action in response to student feedback may reduce student confidence in College feedback and representation mechanisms; and • Failure to strengthen student partnership and representation arrangements may limit the College's ability to identify issues, shape effective solutions and evaluate impact.
RELEVANT STRATEGIC AIM:	• Student Experience • Culture and People Development • Growth and Innovation

SUMMARY OF REPORT:	The 2025-26 Student Satisfaction and Engagement Survey results show satisfaction levels below the national averages for both Further Education and Higher Education students. However, the College achieved a significant improvement in participation, with response rates now exceeding the national averages and providing a stronger and more representative evidence base. During 2026-27, the College will undertake detailed analysis of the survey findings alongside retention, achievement and wider sources of student feedback. This will be supported by strengthened partnership with the Students' Association, reinstatement of the cross-college Student Voice Working Group, enhancement of Student Officer and Class Representative structures, and more integrated departmental and course-level performance reviews. The focus will be on understanding the factors influencing student perceptions and delivering targeted, evidence-based improvements to the student experience.

1 INTRODUCTION

1.1 This report provides an overview of the outcomes of the 2025-26 Student Satisfaction and Engagement Survey (SSES) and outlines the College's planned approach to analysis, enhancement and student partnership activity during 2026-27.

1.2 The survey provides an important measure of students' perceptions of their learning experience and, alongside retention, achievement, complaints, compliments, representation activity and local student feedback mechanisms, forms a key component of the College's evidence base for quality enhancement and continuous improvement.

1.3 While the 2025-26 survey results indicate satisfaction levels below both sector averages and the majority of colleges, the significant increase in student participation provides a substantially stronger and more representative evidence base from which to understand the student experience and identify priorities for enhancement.

1.4 The College's focus during 2026-27 will be on developing a deeper understanding of the factors influencing student perceptions through integrated analysis of student satisfaction, retention, achievement and wider student feedback. This work will be undertaken in partnership with students and the Students' Association to ensure that improvement activity is evidence-based, targeted and informed directly by the learner voice.

1.5 Appendix A is a high-level overview of SSES 2025-26 data.

2 STUDENT SATISFACTION AND ENGAGEMENT SURVEY (SSES) 2025-26

2.1 The Scottish Funding Council published the Student Satisfaction and Engagement Survey results for 2025-26 academic year on 01/09/26. For South Lanarkshire College this illustrated overall satisfaction levels below both the Scottish sector average and the majority of colleges. SLC satisfaction rates were 88.4% for Further Education students and 77.8% for HE students, compared to national averages of 95.5% and 92.9% respectively.

2.2 Whilst these results are disappointing, they should be considered within the context of a significant increase in survey participation. In 2025-26, the College achieved response rates of 81.5% for FE students and 86.0% for HE students, compared to 53.0% and 44.7% respectively in 2024-25. Response rates now exceed the national averages of 65.1% (FE) and 59.2% (HE).

2.3 A key priority identified following the 2024-25 survey was to increase participation to ensure that the College had a sufficiently robust and representative data set from which meaningful conclusions could be drawn. The relatively low response rates in 2024-25 limited confidence in the extent to which survey findings reflected the experience of the wider student population. The significantly improved participation achieved in 2025-26 provides a much stronger evidence base and greater confidence that the results reflect the views of students across the College.

2.4 The focus for 2026-27 will therefore be less on questioning the validity of the results and more on understanding the factors influencing student perceptions. A detailed analysis of the survey data will be undertaken alongside other sources of student feedback and performance information, including retention, achievement, student representation activity, complaints, compliments and local student surveys. This work will seek to identify any themes, variations between curriculum areas and opportunities for improvement.

2.5 It is important to note that the survey findings do not align with all other measures of student experience. During 2025-26 the College experienced improvements in key performance indicators including retention and achievement and continues to operate a wide range of student engagement and partnership mechanisms. Further analysis will therefore be undertaken to better understand the relationship between satisfaction, engagement and educational outcomes, and to identify the key actions required to improve the student experience.

3 STUDENT VOICE

3.1 Board members are asked to note the survey outcomes, the significant improvement in response rates achieved in 2025-26, and the planned programme of analysis and enhancement activity that will be undertaken to better understand the findings and support improvements in future student satisfaction outcomes.

3.2 The survey findings reinforce the importance of continuing to strengthen student partnership arrangements across the College. While a detailed analysis of the results will be undertaken, the College recognises that improving student satisfaction requires students to be active partners in identifying issues, shaping solutions and evaluating progress.

3.3 During 2026-27, the College will work closely with the Students' Association to further enhance student voice and representation arrangements. This will include reinstating the cross-college Student Voice Working Group to provide a coordinated forum for reviewing feedback, monitoring actions and sharing good practice across curriculum and support areas.

3.4 In addition, the College will strengthen its student officer and class representative structures to ensure that learners are supported to effectively gather and represent the views of their peers. This work will form part of the implementation of the College's wider Student Partnership approach and will help ensure that student feedback is captured, understood and acted upon in a timely and visible manner.

3.5 The College will use information from the Student Satisfaction and Engagement Survey alongside feedback from class representatives, Student Officers, course team discussions, student focus groups, complaints, compliments and other engagement mechanisms to develop a comprehensive understanding of the student experience and inform improvement planning.

3.6 The College's priority for 2026-27 is not simply to improve survey scores, but to strengthen the quality of the student experience through meaningful partnership with students and robust, evidence-based enhancement activity.

The College recognises that student satisfaction is only one measure of the student experience. During 2026-27, departmental and course performance reviews will include a more integrated analysis of student satisfaction, retention and achievement data.

3.7 Early review of the 2025-26 results has highlighted examples where satisfaction and attainment outcomes do not follow the expected pattern (correlation between low satisfaction and low attainment). Understanding these relationships will be a key focus of enhancement activity during the coming year and will support a more evidence-based approach to improving both the quality of the student experience and student success.

4 CONCLUSION AND NEXT STEPS

4.1 While the 2025-26 Student Satisfaction and Engagement Survey results are disappointing and require careful consideration, the significantly improved response rates achieved this year provide the College with a much stronger and more representative evidence base from which to understand the student experience and identify priorities for improvement. The College therefore considers the survey findings to be an important opportunity to strengthen its understanding of student perceptions and to enhance the quality of the student experience.

4.2 During 2026-27, the College will adopt a more integrated approach to performance analysis and enhancement. Progress reviews at departmental and course level will include consideration of student satisfaction, retention and achievement data alongside other sources of student feedback and performance information. Initial analysis of the 2025-26 data has identified some unexpected variations between satisfaction and attainment outcomes, indicating the need for a more detailed understanding of the factors that influence student perceptions and success.

4.3 The College will work closely with the Students' Association to strengthen student partnership and representation arrangements. This will include reinstating the cross-college Student Voice Working Group and enhancing Student Officer and Class Representative structures to ensure that students are actively involved in identifying issues, shaping solutions and evaluating progress. Survey findings will be considered alongside feedback gathered through student representatives, focus groups, complaints, compliments and other engagement activities to provide a more comprehensive picture of the student experience.

4.4 The College's priority for 2026-27 is not solely to improve survey outcomes, but to strengthen the overall quality of the student experience through meaningful partnership with students, effective use of data, and targeted enhancement activity informed by a robust evidence base. The outcomes of this work will be reported regularly through existing quality and governance arrangements.

5 EQUALITIES

5.1 The strategic priorities outlined within this report are intended to positively support the College's commitment to equality, diversity and inclusion.

5.2 Particular emphasis will be placed on ensuring that student voice mechanisms, learner pathway development, admissions processes and support services are accessible, inclusive and responsive to the needs of all learners, including those with protected characteristics, those from areas of socio-economic disadvantage and those groups under review through the ILQR process.

5.3 The implementation of Skillsminer, enhanced learner support planning, strengthened articulation pathways and improved stakeholder engagement are expected to further promote equitable access, participation, progression and successful outcomes for all learners.

6 RISK AND ASSURANCE

6.1 The successful delivery of the priorities outlined within this report is dependent upon continued stakeholder engagement, effective change management and the robust implementation of agreed processes and systems.

6.2 Key risks include:

6.2.1 Failure to understand and address the factors influencing student satisfaction may adversely affect the quality and consistency of the student experience;

6.2.2 Failure to triangulate satisfaction results with retention, achievement and wider student feedback may result in incomplete or poorly targeted improvement activity;

6.2.3 Failure to demonstrate visible action in response to student feedback may reduce student confidence in College feedback and representation mechanisms; and

6.2.4 Failure to strengthen student partnership and representation arrangements may limit the College's ability to identify issues, shape effective solutions and evaluate impact.

7 RECOMMENDATIONS

7.1 Members are recommended to:

7.1.1 Note the 2025-26 Student Satisfaction and Engagement Survey results;

7.1.2 Note the significant increase in Further Education and Higher Education response rates and the resulting improvement in the robustness of the evidence base;

7.1.3 Endorse the planned approach to integrated analysis, incorporating student satisfaction, retention, achievement and wider student feedback;

7.1.4 Endorse the proposed activity to strengthen student partnership, representation and student voice arrangements; and

7.1.5 Seek assurance through regular reporting on resulting improvement actions and progress.

Appendix A

Student Satisfaction and Engagement Survey (SSES) 2025 – 26

College	FE		HE	
	Response rate	Satisfaction rate	Response rate	Satisfaction rate
Ayrshire College	74.00%	96.30%	52.60%	95.90%
Borders College	44.50%	95.90%	25.50%	87.10%
City of Glasgow College	70.90%	95.20%	65.80%	93.00%
Dumfries and Galloway College	83.20%	98.90%	73.70%	97.70%
Dundee and Angus College	64.40%	96.80%	56.90%	96.50%
Edinburgh College	54.90%	96.40%	40.90%	92.70%
Fife College	86.20%	95.40%	79.80%	94.10%
Forth Valley College	38.20%	96.90%	24.30%	97.10%
Glasgow Clyde College	51.00%	97.00%	50.00%	95.10%
Glasgow Kelvin College	56.90%	96.10%	50.40%	92.70%
New College Lanarkshire	64.10%	91.90%	61.00%	88.70%
Newbattle Abbey College	71.90%	-	-	-
North East Scotland College	77.20%	95.80%	76.00%	92.90%
Sabhal Mor Ostaig*	100.00%	92.20%	-	-
Scotland's Rural College*	77.90%	93.40%	-	-
South Lanarkshire College	81.50%	88.40%	86.00%	77.80%
UHI Argyle*	67.00%	90.50%	-	-
UHI Inverness*	72.20%	95.80%	-	-
UHI Moray*	70.70%	96.40%	-	-
UHI North, West and Hebrides	46.00%	94.20%	-	-
UHI Orkney*	16.10%	93.50%	-	-
UHI Perth*	62.50%	95.80%	-	-
UHI Shetland*	-	-	-	-
West College Scotland	59.80%	96.30%	51.50%	94.50%
West Lothian College	64.40%	97.80%	59.30%	95.80%
Scotland	**65.10%**	**95.50%**	**59.20%**	**92.90%**

* HE level Student satisfaction for UHI partners colleges and Scotland's Riral College (SRUC) is reported in the National Student Survey 2026 results

Chairs Report

Douglas Morrison, Chair of the Board of Management

September 2026

In my first update of 2026/27, I look ahead to what promises to be a significant year for both South Lanarkshire College and the tertiary education sector as a whole. As implementation of the Tertiary Education and Training Act progresses alongside the wider Public Sector Reform agenda, clear themes are emerging around greater collaboration, improving the value derived from public investment, and reconnecting educational outcomes with social value and economic growth. These themes align strongly with our own strategic direction and provide an important backdrop to the year ahead.

During the quarter, we experienced the unexpected resignation of the Minister for Innovation, Technology and Tertiary Education, Ben Macpherson. I would like to record my appreciation for Mr Macpherson's engagement with the sector, both during his interim period as Minister for Further and Higher Education in the previous Parliament and through his leadership during the early stages of the newly formed Government. I very much look forward to working with his successor, Alyn Smith MSP, whom we have invited to visit the College and meet our students and staff.

I also note the resignation of Francesca Osowska as Chief Executive of the Scottish Funding Council. I would like to record my thanks to Francesca for her leadership during her tenure, particularly through a period of significant change across tertiary education and in overseeing the early stages of the Tertiary Education and Training Act. I wish her every success for the future. I also welcome Paul Devoy as Interim Chief Executive and look forward to working with Paul over the coming year as the sector continues to navigate reform and the opportunities and challenges that come with it.

Closer to home, I am delighted to welcome our Student President and Vice President, Hayley and Kaitlyn, to the Board. Both are already making a positive contribution, including through the refresh of the Student Charter, their involvement in a broad range of College activities, and their contribution to our recent Board Development Day. I am equally pleased to formally welcome Richard as our new staff representative. The perspectives of students and staff are integral to effective governance, and I look forward to their contributions over the coming year.

Our recent Board Development Day was successfully facilitated by Gordon Hunt from the College Development Network and focused on chairing skills and constructive questioning. The session provided a timely reminder of our collective responsibility to support, advise and scrutinise, and of the importance of constructive challenge in effective governance. It also reinforced the value of the College Development Network in supporting our individual and collective development as board members. My thanks, as always, to Vari and Christine for organising the session and ensuring its success.

We should also not lose sight of the Board Strategy Day held in late June, which focused specifically on income diversification. I am pleased to see that a number of the ideas and themes emerging from that session are already beginning to feature in the College's developing commercial plans. Given the continuing financial pressures facing the sector, our ability to diversify income while remaining firmly aligned with our purpose and Strategy 2030 will remain an important area of focus.

I would also like to thank John Brown and Heather Anderson for agreeing to Chair the People and Culture Committee and, on an interim basis, the Finance Committee respectively. Both have already made positive contributions and join an already strong group of committee chairs alongside Jo Gill, Chair of Learning, Teaching and Student Experience, and Peter Sweeney, Chair of Audit and Risk. Effective committees are fundamental to the work of the Board, and I am grateful to each of our Chairs and members for the time and expertise they commit.

My external engagement during the quarter has remained focused on ensuring the College is appropriately connected to, and contributing to, the wider development of the sector. This has included participation in the Scottish Funding Council's College Sector of the Future workshops; a lessons learned discussion with the Scottish Funding Council and colleagues from New College Lanarkshire; Colleges Scotland events, including its annual conference and dinner at Fife College; arranging a meeting of the Chairs of the six Glasgow regional colleges; and engagement with the College's legal advisers. Collectively, these discussions continue to reinforce both the scale of change facing the sector and the importance of collaboration as we navigate it.

Commercially Sensitive – Not for Publication

The Chairs Committee met in July to consider the long running employment tribunal matter, which continues to evolve. I will provide a verbal update at the Board meeting and ensure members have the opportunity to ask questions and consider potential next steps. The Committee also considered matters relating to financial management and controls, which have subsequently been considered by the Finance and Resources Committee and Audit and Risk Committee and will form part of our discussions at the Board meeting. Given the importance of these matters, it is right that they continue to receive appropriate scrutiny through our established governance arrangements.

Looking ahead to the next quarter, I will be restarting the programme of individual 1-1 discussions with members for the new academic year. I would encourage every member to take the opportunity to meet with me and provide feedback and advice on how we can continue to optimise our individual and collective contribution to the College. We also have the graduation ceremony in November to look forward to, which remains one of the highlights of the College calendar and an important opportunity to celebrate the achievements of our students alongside their families, supporters and staff.

I am also keen that we begin to consider more deliberately how the Board can interact safely, responsibly and productively with the increasingly capable AI tools available to us. This will feature in an upcoming development session, where I hope we can explore the appropriate balance between good governance, confidentiality and information security, and the very real benefits that AI capabilities can offer in supporting board members to understand information, challenge effectively and discharge our responsibilities. As with the wider changes facing the sector, our response should be considered and proportionate, but equally we should not be afraid to embrace technologies that can improve the effectiveness of our work.

As we begin the new academic year, there is much to be positive about, but also much for us to do. The external environment continues to evolve rapidly, while our own ambitions through Strategy 2030 require sustained focus and effective governance. My thanks, as always, to members for your contribution throughout the quarter and to Vari and Christine for their

incredible support to me and to the wider Board. I look forward to working with you all over what promises to be another important year for South Lanarkshire College.

Finally, I wish to note for the Board that I have decided to step down from my substantive role as Deputy CEO at BE-ST and will move into a new industry facing executive role in mid October. I do not anticipate that this change will have any material impact on my responsibilities or commitments as Chair of the Board and remain fully committed to the role. I will, of course, update the Register of Interests to reflect the change in my professional circumstances.

BOARD OF MANAGEMENT MEETING

DATE	22 September 2026
TITLE OF REPORT	Principal's Update
REFERENCE	16
AUTHOR AND CONTACT DETAILS	Stella McManus Stella.mcmanus@slc.ac.uk
PURPOSE:	To provide members with updates regarding items not on the agenda.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • note the successful Public Service Reform funding application, pending Scottish Funding Council Board sign off; • note the progress of the College Sector of the Future programme and the Scottish Funding Council's review of the funding model; • note progress towards a strategic partnership with South Lanarkshire Council and continuing regional devolution discussions; • consider what future collaboration, planning and delivery arrangements should look like between colleges within the Glasgow City Region, particularly in relation to skills planning, economic development and regional empowerment; and • note the successful Local Innovation Partnerships Fund award and the continued development of collaborative working through College Partnership West.
RISK	• That the College does not keep up with sector reform and pace of change is too slow impacting on future business.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• The College has secured in-principle support from the Scottish Funding Council for a Public Service Reform project focused on developing a scalable micro-credential model for workforce development. • National college sector reform activity continues through the College Sector of the Future programme, with

	consideration being given to the future role, funding, governance and sustainability of Scotland's colleges. • The Scottish Funding Council is progressing a review of the funding model, including cost of delivery, mission-based funding and demand-led approaches, with an emphasis on greater transparency, stability and evidence-based decision-making. • Progress continues on the proposed strategic partnership with South Lanarkshire Council, with Heads of Terms expected to be considered by Council Cabinet in October 2026. • Significant work is underway through Glasgow City Region devolution and regional empowerment discussions, including the development of proposals for regional skills planning, investment and delivery. • The six Glasgow City Region colleges continue to strengthen collaborative working through College Partnership West, including the successful £5 million Local Innovation Partnerships Fund award to the region.

1. INTRODUCTION

1.1 The purpose of this report is to provide members with information not included on the agenda of the Board Meeting scheduled for 16 June 2026.

2. PUBLIC SECTOR REFORM

2.1 The Scottish Funding Council (SFC) is progressing a sector-wide programme of stabilisation and transformation from 2026-27, supported by increased funding and aligned to Public Service Reform objectives. The programme aims to improve the financial sustainability, efficiency and regional impact of Scotland's tertiary sector through collaborative approaches, while supporting wider sector reforms. Priority areas include flexible learning, shared services and new operating models, income growth, benchmarking and efficiency measures, and the development of a sector-wide student records system.

2.2 This work is intended to strengthen the long-term sustainability, efficiency and impact of Scotland's tertiary education system while supporting national priorities, including employability, the Just Transition and public service reform.

2.3 Shona Pettigrew, Vice Principal for the Student Experience and Innovation, has led on the College's submission and partners include the University of Strathclyde, Glasgow School of Art, OnPath Energy, BE-ST and IBioIC, to develop and pilot an innovative micro-credential model for workforce development. The project would position the College as the lead institution in creating a scalable framework that can support skills development, upskilling and reskilling across multiple sectors in Scotland.

2.4 The project will use healthy homes retrofit and energy efficiency as an initial pilot area, responding to identified workforce skills needs linked to renewable energy developments and community retrofit programmes. The partnership aims to develop a suite of flexible, stackable micro-credentials that support learner progression across colleges, universities and employers while providing industry with rapid access to the skills required for workforce transformation.

2.5 The proposal supports national priorities relating to modular learning, workforce development, employer engagement and tertiary sector collaboration. It would enable the College and partners to test new approaches to curriculum design, learner progression and recognition of learning, while creating a model that could be transferred to other priority sectors facing skills shortages and economic change.

2.6 The proposal requested £225k of Public Service Reform funding to support project management, curriculum development, pilot delivery, evaluation and sustainability planning. The Scottish Funding Council has subsequently indicated its intention to support the project, subject to Board approval and the submission of required compliance documentation, including impact assessments and governance requirements.

3. SCOTTISH FUNDING COUNCIL

3.1 Members are to note that Paul Devoy has been appointed as the new Deputy Chief Executive of the SFC, and he started his new role in August 2024. Following the departure of the current Chief Executive Officer, Francesca Osowska, he will also take on the role of Interim Chief Executive Officer. https://www.sfc.ac.uk/?news=sfc-appoints-deputy-chief-executive

4. COLLEGES SCOTLAND

3.1 College Sector of the Future Update

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

3.3 This work is being co-designed with the College Sector, Scottish Government, Scottish Funding Council (SFC), industry, students, wider partners and disruptive thinkers from beyond the sector. The work has been organised across three pillars, the first which has collated and reviewed existing research, data and reports since 2014. The second consists of national workshop and a series of regional workshops, with the third setting out what the options could be for the future.

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

3.5 There is now a dedicated page on the Colleges Scotland website to keep stakeholders informed. https://collegesscotland.ac.uk/our-work/college-sector-of-the-future To date both the Chair and I have been involved in separate workshops which focussed on what the role of colleges should be.

3.6 Funding Model Review and Draft Budget

3.7 The College Principals' Group considered emerging proposals for funding model reform. Discussion focused on developing a stronger evidence base for the cost of delivery through sector-wide benchmarking, exploring a blended funding model that combines core activity funding with mission-based investment, and improving the use of demand data to reflect regional and economic needs. There was broad support for greater transparency, funding stability and multi-year planning, with agreement that future reform should balance core teaching activity with strategic priorities and be informed by practical testing and modelling rather than further conceptual discussion.

3.8 The college budget submission is currently being worked on by Colleges Scotland and is based around the scenarios that were put forward for last year's budget as that is a model that the Scottish Government welcomed. There are four scenarios, flat cash, survivability (inflation proof), sustainability (above inflation) and a growth scenario which would also include restoring funding levels back to those of 2021-22.

Note that the spending review in January 2026, also included £80m allocated to the college sector, the survivability scenario includes this allocation. If the survivability factor were successful, this would be a further £120m to the whole college sector.

3 SOUTH LANARKSHIRE COUNCIL

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

3.2 Since the last update, the Executive Team has met with the Chief Executive of South Lanarkshire Council, Paul Manning, who has expressed strong support for building on the already positive and productive relationship between the Council and the College. Progress on the Heads of Terms remains on track, with the Council anticipating submission to Cabinet in October 2026. Subject to approval, arrangements will then be made for formal signature of the agreement.

3.3 As part of strengthening strategic relationships, both the Chief Executive, Paul Manning, and the new Leader of South Lanarkshire Council, Councillor Maureen Chalmers, have been invited to visit the College to explore opportunities for further collaboration in support of local skills, employability and economic priorities.

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

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

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

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

4.3 ***Regional Empowerment Update***

4.4 Since the previous Board meeting, all Glasgow City Region devolution workstreams have met, with KPMG facilitating discussions and capturing the key themes,

opportunities and challenges identified by each group. These discussions form part of the development of a wider devolution proposition for the Region.

4.5 Following the individual workstream sessions, the first meeting of Workstream Chairs took place on 2 September 2026, chaired by Sir Jim McDonald. KPMG reflected the emerging themes from across the workstreams and outlined the next phase of activity. The meeting agreed an approach to developing the overarching devolution proposition over the coming weeks, recognising both the compressed timetable and the pace of wider policy developments.

4.6 It was agreed that the work will now progress through two interconnected strands:

4.6.1 Development of an emerging core proposition focused on a strengthened regional investment and delivery platform, capable of setting long-term priorities, integrating investment and delivery, and managing funding and risk across the City Region.

4.6.2 Development of the practical evidence, delivery mechanisms and policy proposals required to support the overarching proposition, through the individual service area workstreams.

4.7 Within the Skills and Employability Workstream, discussions are now focusing on the governance, planning and funding arrangements required to enable a more coordinated regional skills system. Key areas under consideration include:

4.7.1 The workforce planning model required to connect labour market intelligence, future skills demand and government investment programmes with agreed regional skills priorities.

4.7.2 Mechanisms to improve coordination of investment propositions and planning across the skills system to better inform post-school and senior phase provision.

4.7.3 Opportunities for regional influence over funding and commissioning decisions, including the potential role of multi-year funding, incentives and conditions that support collaborative delivery across providers.

4.8 A further Skills and Employability Workstream meeting is scheduled later this month. A discussion paper will be developed in advance to test emerging findings and propositions with members, with the aim of building a shared regional position that will inform the wider Glasgow City Region devolution proposition.

4.9 The Board will continue to receive updates as the work progresses and as the emerging regional proposition is refined and considered by City Region partners. See below for the workstreams and the Chairs.

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

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

4.11 Given the significant work underway across regional empowerment, devolution and public sector reform, it is becoming increasingly important that the six Glasgow City Region colleges work collectively to maximise their contribution to regional economic growth, skills development and workforce planning. In this context, the Chair of the Board is seeking to engage with fellow college Chairs across the City Region to further strengthen collaboration, build greater alignment around shared priorities, and support a more coordinated sectoral response to emerging regional opportunities.

4.12 ***Local Partnership Innovation Fund***

4.13 As members, the GCR has informed CPW that it may receive £5m of the £50m Local Innovation Partnerships Funding that GCR have been allocated by UK Research and Innovation (UKRI).

4.14 Representatives from each college, led by Shona Pettigrew for SLC, developed the bid. UKRI confirmed on 8 September 2026 that it has been successful and the project can now proceed to delivery.

5 PARTNERSHIP WORKING

5.1 The Principal has engaged in the following activities:

- 5.1.1 attended a Skills Planning Reform workshop led by the Scottish Government on 25 June 2026;
- 5.1.2 attended the installation of the Mairi Watson as the Principal of Glasgow Caledonian University;
- 5.1.3 presented at the Energy Efficiency Association Conference in London at the Institute of Directors on 2 July 2026;
- 5.1.4 attended a second session of the Skills Planning Reform Workshop led by the Scottish Government on 9 July 2026;
- 5.1.5 alongside the Senior Leadership Team met with Angus Warran the Chief Executive of APUC (the Association for Procurement for Universities and Colleges);
- 5.1.6 with the Executive Team met the potential new owners of the Town Centre for exploratory discussions;
- 5.1.7 attended alongside, the Chair of the Board a session with the Principal and Chair of New College Lanarkshire regarding collaborative working within North and South Lanarkshire following de regionalisation on 24 July 2026;

5.1.8 met with Mairi Watson the Principal of Glasgow Caledonian University on 7 August 2026;
5.1.9 with the Executive Team attended the quarterly meeting with South Lanarkshire Council on 12 August 2026;
5.1.10 attended a South Lanarkshire Council Community Planning Partners deep dive focus group on 19 August 2026;
5.1.11 attended the first Skills Empowerment workstream workshop at KPMG on 19 August 2026;
5.1.12 attended a College Sector of the Future Workshop on 25 August 2026;
5.1.13 chaired the College Partnership West meeting on 27 August 2026;
5.1.14 attended the Regional Devolution Oversight Group on 2 September 2026 at the City Chambers;
5.1.15 attended the College Principals' Group meeting at Colleges Scotland on 8 September 2026;
5.1.16 attended the Community Planning Partnership Board meeting on 9 September 2026;
5.1.17 attended the launch of the POD (Pathways, Opportunity and Development) a new South Lanarkshire Youth, Wellbeing and Employability Hub in Cambuslang, led by Routes to Work South that the College is supporting on 10 September 2026;
5.1.18 met with the Stuart McKenna, Chief Executive of the Scottish Training Federation on 9 September 2026;
5.1.19 attended the Chairs' and Principals' Forum at Colleges Scotland on 15 September 2026; and
5.1.20 participated in BBC TV and radio interviews following the publication of the Audit Scotland Report: Scotland's Colleges 2026

6 GOOD NEWS STORIES

6.1 Annex A contains a short round-up of the good news stories and events that have taken place across the College during July and August 2026, along with mentions of the College in the press. The summary is broken down into five sections:

6.1.1 News Headlines: A review of successful news stories from across the summer.
6.1.2 College News: A review of news and updates published on the College website.
6.1.3 College Events & Campaigns: A round-up of key events and campaigns that have taken place across the College.
6.1.4 Student and Staff Success Stories: Good news stories highlighting the achievements and successes of our students and staff.
6.1.5 Stakeholder Engagement: Positive updates and highlights relating to our engagement with key stakeholders.

7 EQUALITIES

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

8 RISK

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

9 RECOMMENDATIONS

9.1 Members are recommended to:

9.1.1 note the successful Public Service Reform funding application, pending Scottish Funding Council Board sign off;

9.1.2 note the progress of the College Sector of the Future programme and the Scottish Funding Council's review of the funding model;

9.1.3 note progress towards a strategic partnership with South Lanarkshire Council and continuing regional devolution discussions;

9.1.4 consider what future collaboration, planning and delivery arrangements should look like between colleges within the Glasgow City Region, particularly in relation to skills planning, economic development and regional empowerment; and

9.1.5 note the successful Local Innovation Partnerships Fund award and the continued development of collaborative working through College Partnership West.

ANNEX A

News Headlines

- **South Lanarkshire College Helps Create New Routes into Renewable Energy Sector**
  https://www.dailyrecord.co.uk/in-your-area/lanarkshire/south-lanarkshire-college-helps-create-37573368

- **Duncanrig Pupils Look to the Future after Exams**
  https://www.pressreader.com/uk/east-kilbride-news/20260819/281573772532069

College News

- **Thyme to Shine for South Lanarkshire College Horticulture Students**
  https://www.slc.ac.uk/more/news-and-events/thyme-to-shine-for-south-lanarkshire-college-horticulture-students

- **South Lanarkshire College Joins Forces with Warmworks and City Technical Services UK Ltd**
  https://www.slc.ac.uk/more/news-and-events/south-lanarkshire-college-joins-forces-with-warmworks-and-city-technical-services-uk-ltd

College Events & Campaigns

- **Glasgow Pride**
  https://www.facebook.com/SLCek/posts/pfbid02zUV2jYqxZ8AtRpv8MzgCKw7Ldbr73nRKt3C8fqUBPdDnkWXxcQyEag6m2MjRtqgDl

- **Lanarkshire Pride**
  https://www.facebook.com/SLCek/posts/pfbid02bgw3R4oCMPit6AfnBVz3tSBBd3f1sfXrtqVj77e4uFFrgXXNrM7HMvWPQ8WExw6Cl

- **All Staff conference**
  ✨ What a way to kick off 2026/27 at... - South Lanarkshire College | Facebook

- **Exam Results Day Support**
  https://www.facebook.com/SLCek/posts/pfbid02b2vimJWXSSVZid3fUaLRawFpUcFKJy8RfGJ3odmynAJ4A3THbyuaruf2t4sjywxSl

- **Welcome to SLC message from Stella**
  https://fb.watch/JmhW_6yH9n/

- **Welcome to SLC message from Hayley**
  https://www.linkedin.com/posts/south-lanarkshire-college_startingslc-ourslc-activity-7500103626632151040-CzbW?utm_source=share&utm_medium=member_desktop&rcm=ACoAADBQNYcBoXKVzFZfLT5gGyPuuV1Q0RaPXgw

- **Welcoming the class of 2026/27**
  https://www.facebook.com/share/r/1DqvxXu3ED/
- **Open Evening**
  https://www.facebook.com/share/r/1DisQKYmSv/

- **Kicking off the Not Sure Campaign**
  https://www.facebook.com/SLCek/posts/pfbid02e1v6ZZedpLbMib17tNtqEArpHjiD4YEiP9XPMiDY8apvRBZuFo2YbVPCiuW6fkx6l

- **Digital Learning Team - Staff Development (Team link below)**
  Jamie Beddows: Thank You for Engaging with Staff Development | SLC Staff > Learning and Teaching Innovation | Microsoft Teams

Student & Staff Success Stories

- **From South Lanarkshire College to Threave**
  https://www.linkedin.com/feed/update/urn:li:activity:7499019484955967488/?actorCompanyId=8115869

- **Plumbing Apprentices Start South Lanarkshire College**
  https://www.linkedin.com/feed/update/urn:li:activity:7499042954767151104

- **Childcare Lecturers Outdoor CPD**
  https://www.facebook.com/SLCek/posts/pfbid0dvEn8FJWybrrrbovymoYJ5JarF8pFzQfLPnT9ViUXBF2h1RMnP35Cc9ZgN1taKHvl

Stakeholder Engagement

- **Hosting British Gypsum Spray Plaster Roadshow**
  https://www.linkedin.com/feed/update/urn:li:activity:7498398353471328256

- **Warmstart Partnership**
  https://www.linkedin.com/feed/update/urn:li:activity:7498377374980382721

Board of Management

DATE	22 September 2026
TITLE OF REPORT	SLC Strategic Risk Register Commentary
REFERENCE	17
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	To provide members with an update to the risk management arrangements of the College.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • review and approve the strategic risk analysis contained in the College's Strategic Risk Register and the commentary therein; • note the addition of a new risk (number 16) in respect of employee relations and workforce capacity; and • note two increases to inherent risk scorings since May 2026 in respect of financial controls and capital funding and one increase to post mitigation risk scorings in respect of capital funding.
RISK	• That College strategic risks are not identified, and mitigating actions are not taken.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• Of the fifteen risks previously identified, 1 post mitigation score has increased, and 1 pre mitigation score has increased. • A new risk has been identified in recognition of employee relations and workforce capacity • The highest risk to the College in August 2026 remained financial stability, including financial controls.

1. INTRODUCTION

1.1. This paper provides a commentary on the College's strategic risk register as reviewed by the Risk Management Group (Senior Leadership Team) on 12 August 2026. The risk register is an important document that demonstrates the College's commitment to the establishment and maintenance of effective governance and control arrangements.

1.2. Commentary has been added to each risk to justify decisions to maintain risks at current levels where required.

2. RISK ONE - FINANCIAL STABILITY

2.1 Inherent and post-mitigation risk both remain at 20. The political landscape is not within the control of the College and as grant funding makes up circa 70% of total income, financial sustainability for the College and the wider sector remains a challenge.

2.2 The College continues to seek to diversify income streams through the provision of full cost recovery courses however without a well-documented financial sustainability plan in place, the College is exposed to risk in the form of lost revenue and increased costs.

3. RISK TWO - FAILURE OF FINANCIAL CONTROLS

3.1. Inherent risk score has been increased from 15 to 20, owing to the realisation that the probability of a failure in controls prior to any mitigating actions being imposed is greater than it previously was. The post mitigation remains at 15.

3.2. The resignation of the Head of FInance in June 2026 also poses further risk on the financial control environment.

3.3. Furthermore, the Audit Scotland Management Letter that the College has yet to fully implement refers to control weaknesses that need to be addressed. Once the prior year recommendations have been addressed and evidenced to give assurances over the robustness of the control environment, the College will review the post-mitigation risk score.

3.4. Progress continues to be made on the Finance Improvement plan.

4. RISK THREE - FUNDING TARGET (Including CREDITS)

4.1. Inherent risk remains at 15, and the post mitigation risk score stays at 10.

4.2. At the point of review, core recruitment appears to be robust and updates are brought to the Senior Leadership Team on a frequent basis.

4.3. The College actively pursues additional funding streams and has good working relationships with the local authority and other stakeholders to collaborate on funding bids.

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

5.1. The risk scoring has been maintained at 6 for inherent risk, and 4 for post-mitigation risk respectively.

5.2. The College continues to be confident that its arrangements for legislation compliance means that it can retain a low score. The latest review has not flagged any concerns or requirement to change the inherent risk score or the post mitigation score.

5.3. Work is ongoing within the College to ensure legislation relating to each area is embedded through all policies. The project is being overseen by the Governance Professional, but all Heads of Department are accountable for their areas.

5.4. It should be noted that there was also college wide recognition of policies at the All-Staff Conference in August 2026 and external training provided to raise awareness of health and safety legislation.

6. RISK FIVE - CAPITAL FUNDING REQUIREMENTS

6.1. The inherent risk score has increase from 16 to 20. The post-mitigation risk score is 15.

6.2. The College acknowledges that there is likely insufficient funding for capital and maintenance works and as the Campus continues to age, there will be a higher demand for capital funding to support renovations.

6.3. The College may consider bidding for phase 2 of the SFC's emergency capital funding.as required depending on the full extent of the lift replacement costs. The College has also participated in the SFC Baseline infrastructure project and has provided details of anticipated capital works that may be required in the future.

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

7.1. The inherent risk score remains at 20, with post mitigation risk remaining at a score of 15.

7.2. The College has appointed a new Health and Safety Advisor. There has been an increase in the reporting of near misses, largely due to the placement of QR codes around the College. This has allowed the College to mitigate the risks as they are reported.

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

7.4. The current implementation of an Occupational Health Surveillance and Monitoring service at the College will help to mitigate this risk going forward, with staff Health Surveillance reports being regularly conducted, formally documented and retained as evidence of safe and effective working conditions.

8. RISK SEVEN – BUSINESS INTERRUPTION

8.1. Inherent risk score remains at 20 and the post mitigation risk score remains at 16.

8.2. While the College recognises that it can react well to storms and unexpected Campus closures and staff can perform their duties remotely, it cannot evidence that it has robust procedures in place for longer term business continuity without the completion of training for a broader range and severity of incidents (e.g. fire, flood damage, cyber-attack).

8.3. The Business Continuity internal audit took place during March 2026 and three audit recommendations remain outstanding for completion by November 2026. The College

hopes to reduce post-mitigation scores on the completion of all outstanding recommendations.

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

9.1. The risk scoring has been maintained at 6 (inherent risk) and 3 (post-mitigation risk) respectively.

9.2. As per last quarter, the College is aware that to keep this area in green status, completion of the audit recommendation for incident response for SLT and continual staff training will need to be maintained. Internal and externally facilitated training has now taken place,

9.3. Improvements to the cyber security platform continue and the Board reviewed the cyber bi-annual report in May 2026 which showed key progress.

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

10.1. The inherent risk score stays at 12, whilst the post-mitigation risk remains at 8.

10.2. The Quality, Learning and Teaching Innovation Department in the College continues to engage proactively with the Quality Assurance Agency (QAA) to ensure the quality of teaching, learning and academic standards within the College. The Team will be fully deployed by September 2026.

10.3. The QAA Institutional Liaison Meeting took place in April 2026, in preparation of full review in 2028/2029. SFC Outcomes Framework and Assurance Model (OFAM) quarterly meetings took place as planned in 2025/26. Operational and Enhancement Planning Process now in place. Full participation expected in 26/27. Institution-led Quality Review (ILQR) process agreed by SLT and Learning Teaching and Student Experience Committee. The 2026/27 plan is expected to be complete by October 2026.

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

11.1. The risk scores remain the same, with inherent risk at 16 and post-mitigation risk of 8.

11.2. Following on from the Middle management training in 2025/26, further management training is now in view to support the ongoing development of skills and confidence. The College is also implementing a series of Staff Voice solutions.

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

12.1. There has been no change to risk scorings, with inherent risk at 9 and post-mitigation risk remaining at 3.

12.2. As advised previously, this is a positive area for the College. Student and Staff wellbeing and safety continues to be of upmost importance. Policies and procedures are well embedded.

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

13.1. There has been no change to the inherent risk scoring (staying at 8) or to the post-mitigation risk remaining at 4.

13.2. Mitigations include the College data/reporting plan that contains a request to create leaver destination reports for both full-time and part-time provision. New appointees to the Student Experience Team include a Student Engagement Manager and a Support Services and Wellbeing Manager. Both post holders will work closely with developers and QLTI to ensure that positive destination data is captured effectively.

13.3. The ongoing embedding of Extended Learning Support (ELS) at the College post restructure will further support the student experience when postholders are appointed.

14. RISK THIRTEEN - FAILURE OF CORPORATE GOVERNANCE

14.1. The inherent risk remains at 12, and the post mitigation score stays at 6.

14.2. The Board continue to actively recruit dynamic members to enhance the membership.

14.3. SLT are aware that the ongoing appeals in the ET hearing is still a risk, and as a result may cause reputational damage to our governance arrangements.

15. RISK FOURTEEN – ADVERSE REPUTATIONAL RISK

15.1. There has been no change to risk scorings, with inherent risk at 12 and post-mitigation risk remaining at 9.

15.2. The employment tribunal concluded in December 2024 with the result going in favour of the College. However, the on-going employment tribunal appeal remains a risk for the College.

15.3. There is an ongoing focus on progressing the positive view of the college throughout the campus, and the local community. Stakeholder engagement approach also in train as there is a need for the College to engage more politically.

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

16.1. The inherent risk scoring has been maintained at 9, with post-mitigation risk remaining at 6. It will be increasingly difficult for the College to drive forward with larger capital investments to support net zero if funding is not available.

16.2. The College, through its Sustainability Officer and the wider Climate Change Action Team, continues to demonstrate a healthy engagement with all internal and external requirements in respect of environmental sustainability.

17. RISK SIXTEEN–EMPLOYEE RELATIONS AND WORKFORCE CAPACITY

17.1. The Risk Management Group has implemented a new risk this quarter, owing to concerns that employee relations challenges and workforce capacity, capability, accountability and attendance issues impact organisational performance and service delivery, result in legal, financial, operational, and reputational consequences.

17.2. Inherent risk scoring has been set at 16, with post-mitigation risk set at 12. Mitigations include the enhancement of management development, including the development of coaching skills, interaction skills, policy and procedure awareness; retaining employment law solutions, to ensure ease-of-access and continued development of HR and employment law knowledge.

18. EQUALITIES

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

19. RISK AND ASSURANCE

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

20. RECOMMENDATIONS

20.1. Members are recommended to:

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

20.1.2. note the addition of a new risk (number 16) in respect of employee relations and workforce capacity; and

20.1.3. note 2 increases to inherent risk scorings since May 2026 in respect of financial controls and capital funding; and 1 increase to post mitigation risk scorings in respect of capital funding.

APPENDICES

Document 09.1 **The College's Strategic Risk Register**

Document 09.2 **The College's Cyber Risk Register**

BOARD OF MANAGEMENT MEETING

DATE	22 September 2026
TITLE OF REPORT	Key Performance Indicators and Strategic Dashboard
REFERENCE	Agenda Item 18
AUTHOR AND CONTACT DETAILS	Stella McManus stella.mcmanus@slc.acuk Elaine McKechnie Elaine.McKechnie@slc.ac.uk Shona Pettigrew Shona.Pettigrew@slc.ac.uk
PURPOSE:	To provide Members with proposed clear metrics to have visibility of data and progress. A high-level strategic dashboard is available to capture progress against strategic goals.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • Note the proposed Board KPI framework and Strategic Dashboard for 2026-27. • Consider whether the proposed metrics provide appropriate strategic oversight of College performance. • Monitor and challenge progress against the College's strategic priorities and key performance indicators throughout 2026-27.
RISK	• That the College does not keep up with sector reform and pace of change is too slow impacting on future business. • That the Board of Management does not have the relevant information to make informed decisions relating to the strategic direction of the College.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• Brings together performance information currently considered by Committees into a single strategic dashboard, whilst maintaining detailed scrutiny through existing Committee structures. • Presents the refreshed 2026-27 Strategic Dashboard aligned to the Strategic Theme Map and Strategy 2030 priorities. • Sets out the College's 2026-27 strategic focus across Student Experience, People & Culture, Growth & Innovation and Sustainability, with clear measures of success against each goal.

	• Highlights key organisational performance indicators including learner attainment, credit delivery, student engagement, financial performance, audit activity, carbon reduction, workforce metrics and health and safety performance. • Supports Board oversight of strategic delivery and provides greater visibility of progress towards Strategy 2030 objectives. • Represents an interim reporting approach pending implementation of a digital Governance and Performance Dashboard for Members.

1. INTRODUCTION

1.1 This paper outlines a standardised Board metrics for review for the Strategy 2030. In addition, information is provided in a high-level strategic dashboard to provide progress against strategic priorities.

2. BOARD METRICS AND STRATEGIC DASHBOARD

2.1 ***Board Metrics***

2.2 To ensure that there is clear visibility of data and progress the following series of clear metrics is proposed which will be for consideration at each Board meeting. These metrics link together a number of data sources into a single high level Board report to provide high level indications of College performance.

2.3 Members of the committee can scrutinise and comment on performance of the College. In this way the metric report should supplement, rather than replace, the range of current information provided to the Board of Management and Committees.

2.4 ***Strategic Dashboard 2026-27: Overview***

2.5 Following a Senior Leadership Team Planning session in August 2026, the Strategic Dashboard has been refreshed to align with the new Strategic Theme Map and the detailed 2026-27 priorities agreed for each strategic goal. The focus this year is less on reporting activity and more on demonstrating progress against the key strategic outcomes the College seeks to achieve by 2030.

2.6 ***Student Experience***

2.7 The 2026-27 focus is on delivering an outstanding, inclusive and data-informed learner experience. Priority will be given to embedding the revised quality framework, strengthening student voice and partnership, developing clearer learner pathways, implementing a personalised learner journey through Skillsminer, enhancing employer involvement in curriculum design, establishing social value measurement and further developing data-informed decision making.

2.8 Success will be demonstrated through improved learner satisfaction, retention, achievement, progression and employer engagement.

2.9 ***People & Culture***

2.10 The focus for 2026-27 is to create an inclusive, healthy and high-performing culture where colleagues feel supported, empowered and accountable. Activity will centre on wellbeing and belonging, leadership and management development, workforce planning, competency and career development frameworks, improved communication and engagement, organisational effectiveness and strengthening health and safety culture.

2.11 Success will be measured through improved staff engagement, workforce resilience, leadership capability, retention and health and safety outcomes.

2.12 ***Growth & Innovation***

2.13 The focus for 2026-27 is on strengthening the College's influence, partnerships and innovation capability. Priority activities include expanding employer engagement and business development, increasing collaboration across the Glasgow City Region and wider partnership networks, developing innovative and flexible learning products, supporting new initiatives and projects, maximising the use of estate and digital assets, and building organisational capability to support innovation and growth.

2.14 Success will be evidenced through stronger partnerships, increased innovation activity, greater participation in collaborative initiatives, enhanced regional influence, the utilisation of college assets and the development of new products and programmes.

2.15 ***Sustainability***

2.16 The focus for 2026-27 is on strengthening the College's long-term financial, environmental and operational sustainability. Key priorities include robust financial planning and value for money, income diversification, improved resource utilisation, estate efficiency, delivery of the College's Net Zero pathway, increased carbon literacy and stronger governance and reporting arrangements.

2.17 Success will be measured through delivery of the financial plan, growth in non-SFC income, improved efficiency, reduced carbon emissions, progress towards Net Zero and continued assurance over governance and sustainability performance.

2.18 ***Overall Focus***

2.19 Collectively, these priorities support the overarching ambition set out in the Strategic Theme Map of creating “an outstanding, inclusive, data-informed and future-focused college”, with delivery supported by the College's shared enablers including Digital, Finance, Quality, Facilities, Business Innovation and Development, Marketing and Communications and Student Services.

3 NEXT STEPS

3.1 Both the metrics and the Strategic Dashboard are provided as an interim measure before the digitalisation of this information through a Governance portal.

4 EQUALITIES

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

5 RISK

5.1 Information in this report is intended to provide Board members with further reassurance that actions and activities are being progressed and addressed that support the mitigation of risks identified within the risk register. Further work is planned

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

5.3 That the Board of Management does not have the relevant information to make informed decisions relating to the strategic direction of the College.

6 RECOMMENDATIONS

6.1 Members are recommended to:

- 6.1.1 Note the proposed Board KPI framework and Strategic Dashboard for 2026-27.
- 6.1.2 Consider whether the proposed metrics provide appropriate strategic oversight of College performance.
- 6.1.3 Monitor and challenge progress against the College's strategic priorities and key performance indicators throughout 2026-27.

ANNEX A: LEARNING, TEACHNG AND THE STUDENT EXPERIENCE METRICS

The following charts from the Scottish Funding Council show the attainment rates since 2020 across all modes of delivery, excluding early withdrawals, which is the new way to calculate attainment rates.

Chart 1: Further Education Full Time Outcomes 2020-2025

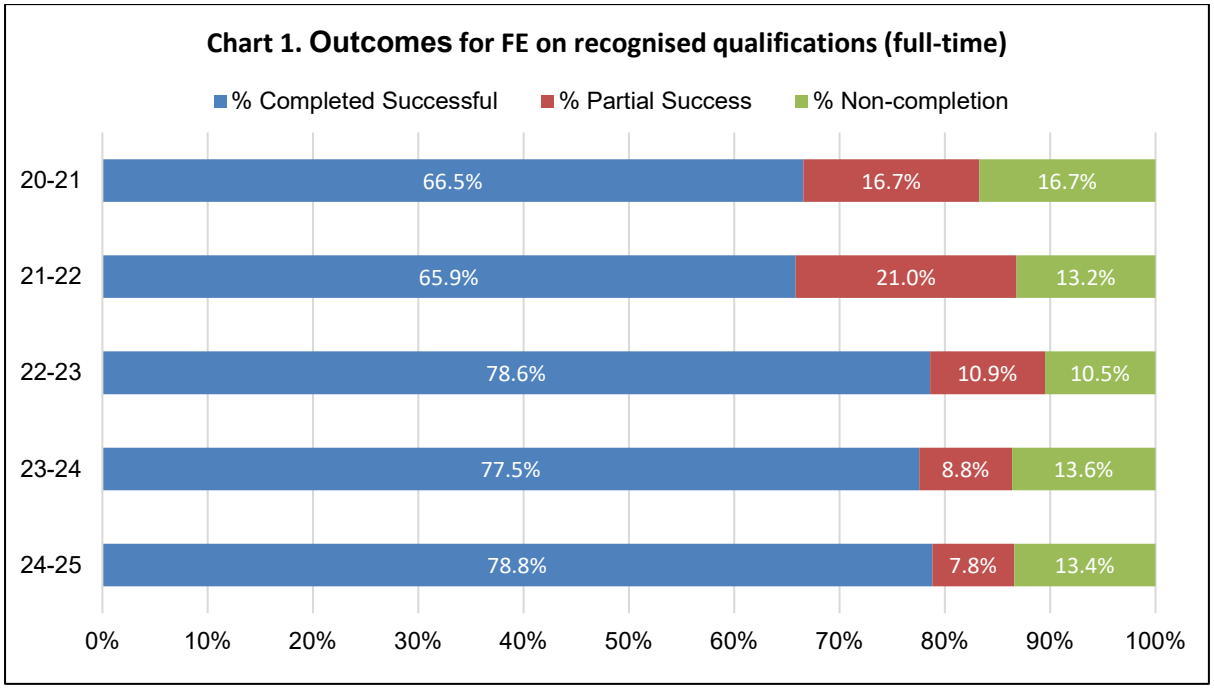


Chart 2: Further Education Outcomes Part Time

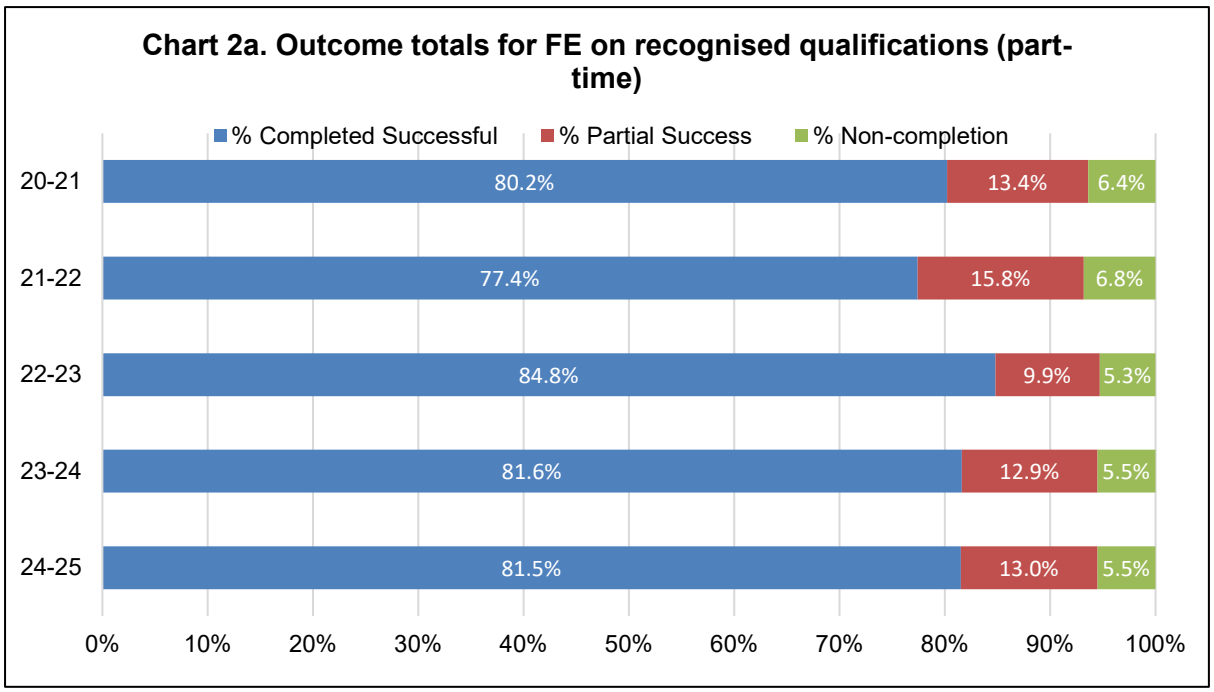


Chart 3: Higher Education Full Time Outcomes

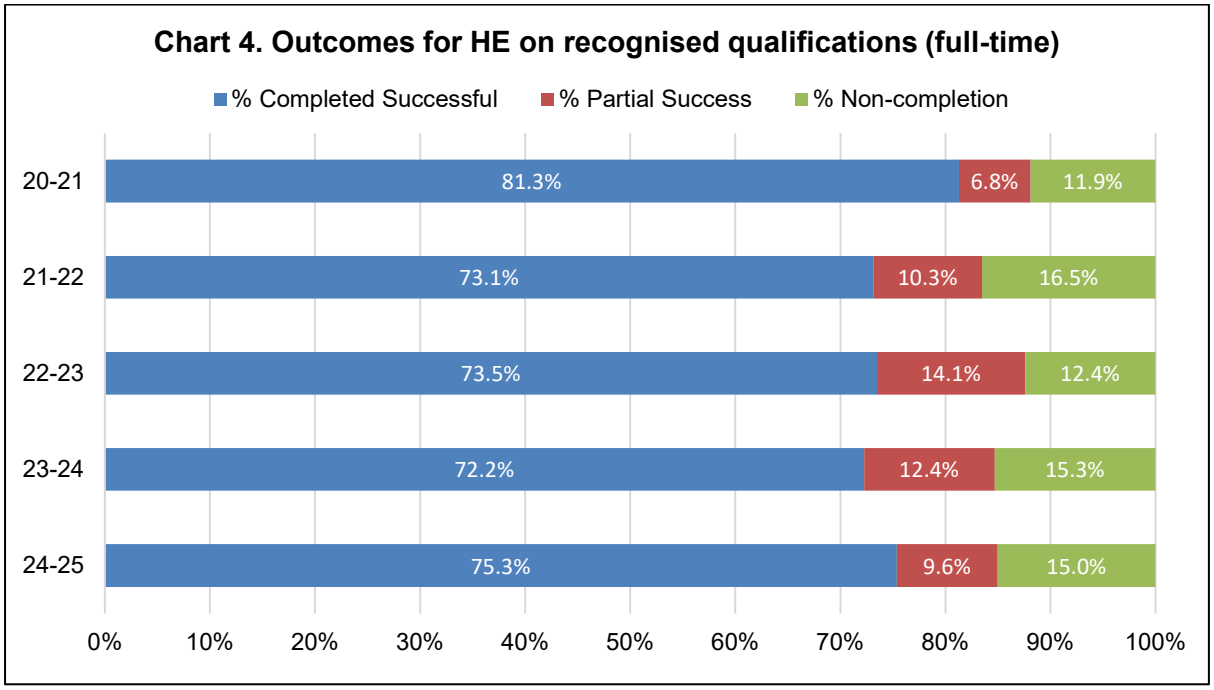


Chart 4: Higher Education Part Time Outcomes

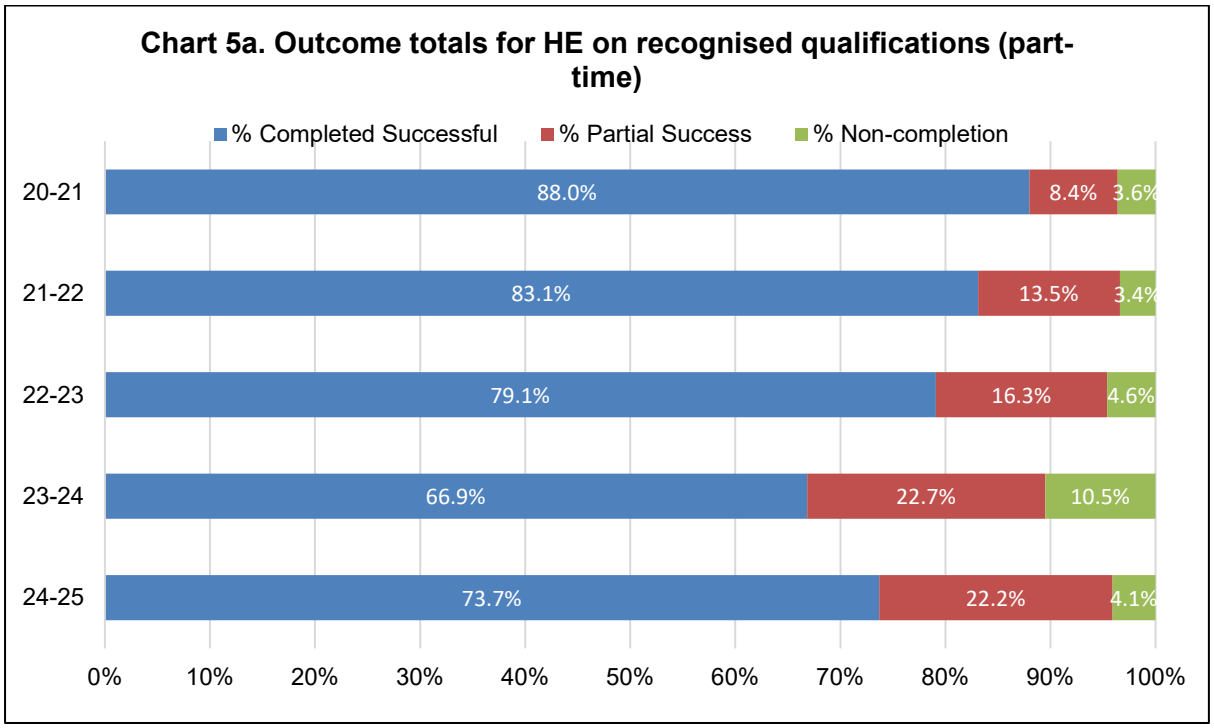


Table 1: Unconfirmed* Attainment Rates for 2025-26

Mode	WD Enrol (No.)	Overall Retention % (No.)	Achieved % (No.)	Partial Success % (No.)
FE FT	1506	84.00%	76.56%	7.44%
FE PT	1377	94.84%	84.89%	9.95%
HE FT	652	81.13%	72.24%	8.90%
HE PT	178	85.96%	79.21%	6.74%

*Note these have changed slightly since the last Board meeting in September due to changes in how SFC process their data. The Head of Digital has since met with the SFC data team to review, and the College's data has been adjusted.

**Note attainment is normally published in the March of the new academic year

Table 2: Retention and Attainment Targets for 2026-27

Mode	Overall Retention %	Attainment %
FE FT	80	73
FE PT	90	85
HE FT	85	74
HE PT	92	82

Table 3: Credit Delivery

Year	Credit Target	Actual Credits Realised
2026-27	43,601	n/a
2025-26	43,601	43,653 (audit pending)
2024-25	43,600	43,788
2023-24	43,600	44,077

Table 4: SFC Student Satisfaction and Engagement Survey

The SFC's SSES 2025-26 Returns with 2024-25 Comparison

Mode	Returns	Yield SLC 2025-26 (%)	Yield SLC 2024-25 (%)	Yield SLC Year Comparison (%)	Yield National 2024-25 (%)
FE FT	851/1044	81.5	53.0	+28.5	59.6
FE PT	437/822	49.6	31.9	+17.7	30.3
HE FT	472/549	86.0	44.7	+41.3	54.2
HE PT	89/132	67.4	31.0	+36.4	30.6

Table 5: Financial Results

FINANCE		
Area	**Budget for the Year**	**Forecast for the Year (Based on June 2026 management accounts)**
Income	19,160	19,434
Expenditure	19,948	20,690
Surplus / (Deficit)	(788)	(1,256)
Cashflow Forecast to 31 July 2026	1,996	1,412*
Non-SFC Income as a % of turnover	19%	19%
Staff Costs as a % of turnover	75%	76%

*Updated to actual cash reserves at 31 July 2026

Table 6: Audit Completion

2025-26	Completed	Planned	Status
Audits Completed v Planned	4	7	
Curriculum	1	1	Completed
Student Association	1	1	Completed
Financial sustainability	1	1	Completed
Business Continuity	1	1	Completed
Credit Audit	0	1	Sept 2026
Bursary, Childcare and Hardship Funds Audit	0	1	Sept 2026
Education Maintenance Allowance (EMA)	0	1	Sept 2026

Table 7: Carbon Usage

Baseline Year 2009-10	2024-25	2023-24	2022-23	2021-22
3,306 tCO2e	788 tCo2e	842.2 tCo2e	904.03 tCO2e	1,036 tCO2e

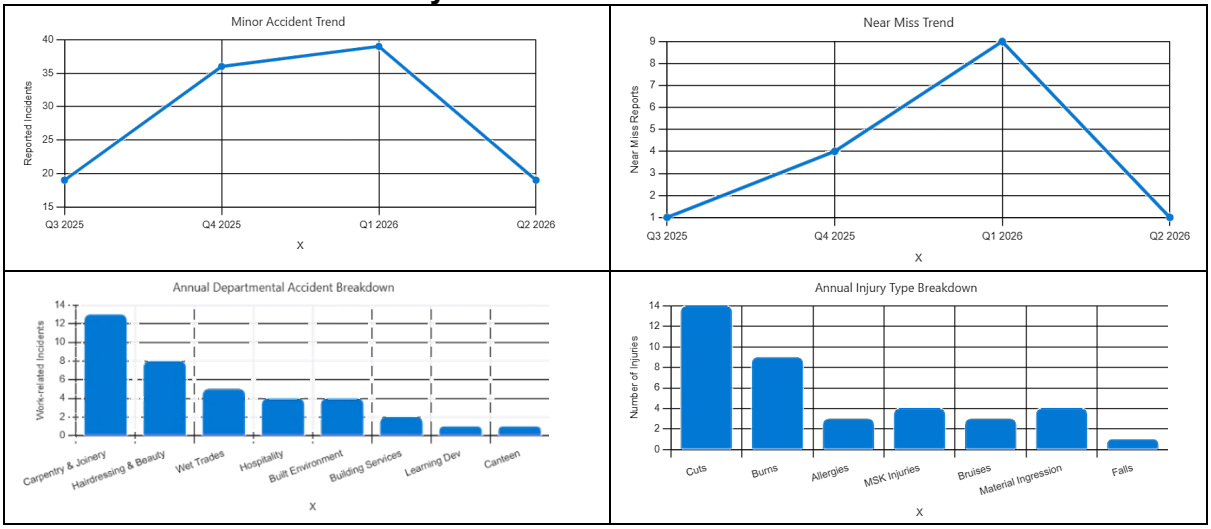
Table 8: People and Culture

PEOPLE DATA (2025-2026)		
	Staff Absence (days)	
Long Term Sickness *(any absence over 3 weeks)*	2,652	
Short Term Sickness	455	
Average Working Days Lost Per Headcount	7	
	Annual Headcount Movement	End of Year Headcount
Staff Headcount Actual – start of year	293	302
3rd Party	3	
New Hires	9	
Leavers	3	

Table 9: Health and Safety - RIDDORs

RIDDOR Reportable Accidents	Number
2024-25	1
2025-26	1
2026-27	1

Chart 5: Annual Health & Safety Data 2025 – 2026



South Lanarkshire College
East Kilbride



Strategic Dashboard

Date Range: July – September 2026

2026–27 Strategic Theme Map

STUDENT EXPERIENCE

- Quality assurance & enhancement
- Student voice & engagement
- Partnerships & learner pathways
- Personalised learner journey
- Employer co-design
- Social value & data insight

PEOPLE & CULTURE

- Culture, belonging & wellbeing
- Empowerment & accountability
- Leadership & management
- Workforce planning & future skills
- Learning & career growth
- Safe and effective organisation

GROWTH & INNOVATION

- Commercial growth & diversification
- Employer engagement
- Market expansion & reach
- Innovation in learning & products
- Asset and estate optimisation
- Delivery capability

SUSTAINABILITY

- Net zero & carbon reduction
- Resource efficiency & waste
- Financial sustainability
- Sustainable estate & infrastructure
- Digital efficiency
- Governance, culture & measurement

SHARED ENABLERS

Facilities • Digital • Quality, Learning & Teaching • Finance • BID • Marketing & Communications • Student Services

OUTCOME: An outstanding, inclusive, data-informed and future-focused college

Strategic Summary: Year 2 Aims

Students	**To provide a responsive, high-quality and entrepreneurial, destination focussed curriculum, embedding holistic support services, and lifelong learning opportunities for the communities the College serves**	Embed a culture of Quality Assurance and Enhancement, Strengthen Student Voice and Engagement, Develop a personalised student journey, Strengthen employer engagement and curriculum co-design, Introduce Social Value measurement and reporting. Further develop a data-informed culture and performance reporting.
People and Culture	To recruit, retain, develop and recognise talented staff who will enable students to reach their full potential	Strengthen wellbeing, belonging and organisational culture. Enhance leadership and management capability. Implement workforce planning and skills development approaches. Deliver competency frameworks and career development processes. Improve communication, engagement and partnership working. Embed a proactive health and safety culture. Use workforce intelligence and people data more effectively
Growth and Innovation	To provide an estate and digital infrastructure for 21st century learning, and to collaborate on innovative and mutually beneficial partnerships.	Strengthen employer engagement and business development activity. Expand delivery across the Glasgow City Region. Develop innovative learning products, including digital and flexible provision. Maximise utilisation of estate and digital assets. Strengthen organisational capability to deliver growth and change.
Sustainability	To be a future proofed independent and financially viable organisation able to invest and collaborate for growth and resilience, and to work towards achieving a Net Zero campus community	Deliver the College's Net Zero pathway. Deliver a commercial growth and diversification strategy. Improve resource efficiency and reduce waste. Strengthen financial sustainability and value for money. Enhance estate sustainability and infrastructure planning. Increase digital efficiency and business process improvement. Promote sustainable travel and carbon reduction. Build carbon literacy and sustainability awareness. Strengthen governance, reporting and accountability.

Planned Activities for 2026-27

- Embedding quality assurance and enhancement processes
- Progressing review of Campus and associated infrastructure to enhance user experience for both students and staff
- Investment in staff, enhancing leadership and management capacity and strengthening wellbeing, belonging and organisational culture.
- Ongoing implementation of systems to enhance end user experience and improve data accruacy.
- Formulation of a 3 Year Financial Plan to support the College to become more financially sustainable. .
- Strengthen financial monitoring and forecasting processes.

Highlights

- Completed a redesign of student support provision, creating integrated Support & Wellbeing, Study &Learning and Multi-Agency spaces.
- Ongoing work to foster a positive, respectful, high-performing culture that promotes wellbeing, belonging and engagement.
- Development of a Commercial Approach to income growth and diversification
- Development of Zero Waste to Landfill Approach and successful award of 8.5k from Business Stream funding for waterless urinals.

Risks

- That the College does not react swiftly enough to the changing external environment.

Key to RAG Rating

- Requires attention
- Fully on track
- Requires action

PEOPLE & CULTURE

To recruit, retain, develop and recognise talented staff who will enable students to reach their full potential.

By focusing on our people to cultivate a positive culture and staff morale and deliver people engagement and wellbeing activities to ensure an engaged and healthy workforce

By developing and retaining a skilled, confident, and future-ready workforce through targeted professional learning, leadership development, and inclusive talent practices.

By ensuring a diverse and inclusive workforce that reflects the communities we serve.

By fostering a culture of integrity that empowers staff success, which promotes ethical practices, transparency and accountability, ensuring all actions align with our core values and high standards.

- Foster a positive, respectful, high-performing culture that promotes wellbeing, belonging and engagement.
- Continue to enhance employee experience and efficiency through targeted automation.
- Strengthen communication, collaboration and effective partnership working across the College community.
- Develop a workforce that is agile, skilled and equipped to meet current and future organisational needs.
- Implement operational and strategic workforce planning.
- Establish clear competency, professional development and career progression pathways.
- Harness workforce intelligence to inform strategic decision-making.
- Advance equality, diversity and inclusion through fair, equitable and accessible people practices.
- Enhance the equality of opportunity to staff and candidates, to enable their career goals.
- Strengthen leadership and management capability to enable high performance and organisational success.
- Empower colleagues to contribute, innovate and take ownership of continuous improvement.
- Promote a proactive culture of health, safety and personal responsibility.

Planned Activities for 2026-27

- Strengthen wellbeing, belonging and organisational culture.
- Enhance leadership and management capability.
- Implement workforce planning and skills development approaches.
- Deliver competency frameworks and career development processes.
- Improve communication, engagement and partnership working.
- Strengthen organisational effectiveness and change capability.
- Embed a proactive health and safety culture.
- Use workforce intelligence and people data more effectively

Success Measures

- Improved staff engagement.
- Reduced absence levels.
- Improved retention and succession planning.
- Stronger leadership capability.
- Positive health and safety performance.

Risks

- Hard to fill vacancies – the risk is mitigated through extensive social media campaigns and the use of specialist recruitment companies.
- Disengaged employees – the risk is mitigated through the employee engagement framework and line management relationships.
- Health & Safety incidents – the risk is mitigated through risk assessments, near miss reporting, PPE and other adjustments.

GROWTH & INNOVATION

To provide an estate and digital infrastructure for 21st century learning, and to collaborate on innovative and mutually beneficial partnerships.

By investing in the campus to support future educational needs, integrating cutting-edge technology and flexible spaces, while ensuring a safe and accessible environment.

By investing in an innovative, data-driven digital infrastructure to enhance learning, support, and decision-making, empowering students to succeed and enabling staff to deliver outstanding education and services.

By working closely with businesses and local authorities to foster economic growth, provide expertise and practical support for innovation and contribute essential skills to meet future industry demands.

By further creating and augmenting management information tools to improve and strengthen access to information to meet the needs of our business.

•Architectural Consultancy firm looking to conclude stakeholder sessions in September 2026, leading to a redesign of core Campus spaces
•Progressing Lift replacement and car park re-tarmac procurement with Feasibility Study concluding in September 2026
•Health and Social Care team demo on a new VR headset and software for use in classrooms
•Wider roll out of Skillzminer to College and investment in Social Value Engine to measure the College's social impact.
•Consideration being given to digital software investment to support enhanced decision making, stakeholder engagement and access to funding streams.
•Success in Local Innovation Partnerships Fund (UKRI) bid submitted by Glasgow City Region Colleges and other partners to deliver a Health & Life Sciences Skills Programme
•Scottish Government Funding for Raising Income through Skills and Education (RISE) awarded; supporting the national mission of eradicating child poverty through opportunities for parental learning and employability skills.
Public Sector Reform funding granted in September 2026 in respect of The Scottish Micro-Credential Accelerator: Testing a Tertiary-Industry Partnership Model for Workforce Transformation Through Healthy Retrofit
•Appointment of new Head of Business Innovation and Development in May 2026 and development of a Commercial Approach to grow and diversify income streams.
•Unit E implemented for all core systems and data sources, with potential enhancements identified, including timetabling and student support funds processes
•Itrent rolled out, with ability for staff to access payslips, log expenses and undertake career review modules.
•Ongoing development of Power BI and Finance System (Bluqube) financial reporting across 2026/27.

Planned Activities 2026-27

- Architectural consultancy firm now supporting with a brief to redesign core Campus spaces
- Progressing with lift replacement and car park re-tarmac procurement to ensure a safe and accessible environment
- Ongoing development- Power BI and Finance System (Bluqube)
- Developing innovative learning products, including digital and flexible provision.
- Maximising utilisation of estate and digital assets

Success Measures

- Roll out of digital timetabling System
- New Access control system progressing
- Completion of Estates and Infrastructure Approach
- Growth in employer partnerships.
- Increased innovation and project activity.
- Increased alternative funding opportunities.
- Stronger regional influence.
- Greater participation in collaborative initiatives.
- New products and programmes launched

Risks

- System implementation impacts on business as usual.
- Partnership opportunities are not followed up quickly enough.
- Inability to be agile and keep up to date with technological advancements resulting in outdated teaching methods, impacting on quality of curriculum delivery and ultimately reduced student uptake.
- Only one lift currently in use.

SUSTAINABILITY

To be a future proofed independent and financially viable organisation able to invest and collaborate for growth and resilience, and to work towards achieving a Net Zero campus community.

Strengthen financial sustainability by diversifying income streams and exploring new revenue opportunities that support long-term growth and resilience.

By fostering a culture of continuous improvement, optimising processes, and delivering greater value across all operations.

To drive environmental sustainability by reducing the college's carbon footprint and working towards achieving net zero through energy efficiency, low carbon energy adoption, and waste reduction strategies.

By developing knowledge and skills related to environmental sustainability, social responsibility and global issues across the College.

•Increase of £1.5M (9.3%) SFC Core Funding Allocation for 2026/27
•The roll out of a Commercial Approach to income growth and diversification in the Sep 2026 Committee cycle and a 3-year Financial Plan is being compiled to better support income budgets with tangible forecasts of income streams.
•Cross college team in place led by the Sustainability Officer to explore funding streams available for Net Zero, linking with procurement and Business Innovation and Development capacity to support any bids.
•Efficiency exercises started focussing on staff utilisation, room utilisation and student numbers and implementation of Access control system in 2026 to drive granular understanding of room utilisation. Unit- E being reviewed for enhanced digital timetabling.
•Review of Business Innovation and Development team processes is ongoing to drive efficiencies and support growth.
•£8.5k award from Business Stream to implement a pilot of waterless urinals on Campus.
•Zero Waste to Landfill Approach prepared and brought to Committee and Board cycle in Sept 2026.
•Continued monitoring and analysis of the effectiveness of solar panels, rainwater harvesting and utilities for FRC quarterly reporting and completion of maintenance on solar panels over Summer 2026 to ensure their safety and ongoing longevity.
•College's Climate Change Action Team (CCAT) re-established with its first meeting 25th June 2026.
•Ongoing contributions made to Scottish Government Capital Infrastructure Baseline Survey in August 2026.
Work is ongoing to complete the Public Body Climate Change Reporting (PBCCR) by 30 November 2026.

Planned Activities for 2026-27

- Strengthen financial planning, forecasting, budget management and value for money. Development of a 3 year financial plan to support financial sustainability.
- Increase and diversify income to support long-term resilience.
- Improve utilisation of staff, space, energy and physical resources.
- Reduce carbon emissions and improve estate efficiency.
- Progress carbon reduction plans and sustainability reporting.
- Improve carbon literacy and embed sustainability across the College.

Success Measures

- Delivery of budget and financial plan.
- Improved operating efficiency.
- Increased non-SFC income.
- Reduced carbon footprint.
- Improved estate utilisation.
- Progress against Net Zero targets.
- Positive audit and governance assurance

Risks

- The College does not take appropriate action to reduce its carbon footprint and meet net zero targets by 2045.
- Staff and students are not educated and supported around climate change and the wider implications.

BOARD OF MANAGEMENT

DATE:	22 September 2026
AGENDA REF:	19
TITLE OF REPORT:	Governance Rolling Review
AUTHOR AND CONTACT DETAILS	Vari Anderson vari.anderson@slc.ac.uk
PURPOSE:	To update the Board on the most up-to-date Rolling Review document and the updates made thereto.
KEY RECOMMENDATIONS/ DECISIONS:	The Board is recommended to: • Note that the Rolling Review is a dynamic document and is therefore always a work in progress and comment as appropriate on the latest version, as attached. •
RISK	• Governance is recognised as a potential strategic management risk and appropriate mitigating actions such as maintaining a dynamic Rolling Review is fully consistent with best practice.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY	• This report sets out the latest version of the Rolling Governance Review for information and comment. • It focuses on the principles of good governance with subheadings of importance relating to each principle. • It also includes key policies and governance documents which the College is required to keep under review.

1. INTRODUCTION

1.1 This paper sets out the latest version of the Rolling Governance Review.
1.2 The Rolling Governance Review was fully updated in July/August 2026 to better align with the Code of Good Governance for Scotland's Colleges.

2. BACKGROUND

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

3. GOVERNANCE ROLLING REVIEW

3.1 The principles of good governance are:

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

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

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

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

3.5 Since the previous rolling review document was presented in May 2026, all issues and actions have been updated to better reflect the requirements of the Code of Good Governance for Scotland's Colleges. Following a review of progress and status, a greater number of items have been assigned an Amber rating, providing the College with a clear and structured programme of work to progress.

4 RISK

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

5 EQUALITIES

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

6 RECOMMENDATIONS

6.1 The Board is recommended to:

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

6.1.2 Note the updates provided on the latest document.

ROLLING GOVERNANCE REVIEW DRAFT

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

Development Categories	Issue	Action	By Whom and When	Status and Progress Update as August 2026
Leadership & Strategy	1.1 Conduct in Public Life	Every Board Member must ensure that they are familiar with, and their actions comply with the provisions of their board's code of conduct.	Board of Management (BoM) Governance Professional Ongoing	• All Board Members are required to complete an induction programme which includes training and guidance on the Code of Good Governance and the SLC Code of Conduct. • The online induction hub provides access to presentations and supporting materials, enabling Board Members to refresh and maintain their understanding of governance requirements and expected standards of conduct. Green
	1.2 Vision & Strategy	The Board must develop and articulate a clear vision for the College. This should detail its aims and desired outcomes.	Board of Management Executive Team	• The Board hosted six strategy planning sessions from 2023-2025 in preparation for launching the 2025-26 strategy. Green
	1.3 Performance	The Board must ensure that a comprehensive performance measurement system is in place	Board of Management Executive Team	• KPIs are reported to the Board and Committees on a quarterly basis, providing regular oversight of organisation performance. • Work is currently underway to develop a digital dashboard that will provide members

		which is linked to the strategic framework and identifies KPIs.	February 2027	with access to real-time performance information. This initiative forms part of the actions arising from the internal audit review. Amber
	1.4 Corporate Social Responsibility	Demonstrate high levels of corporate responsibility by ensuring it behaves ethically and contributes to economic development while seeking to improve the quality of life of the local community, society at large and its workforce.	Executive Team Ongoing	• The College embeds ethical standards and good governance practices throughout its operations. • The College conducted labour market research and is aware of the skills, training and workforce development needed in the community. • Wellbeing of employees is promoted through a range of measures including access to employee assistance, mindfulness classes and Access to Work. Amber
		Reflect in its membership, the make-up of the community by removing potential barriers to membership.	Governance Professional Board of Management Ongoing	• Board Information pack is updated when a vacancy arises to ensure information is clear and concise. • At interview, there is a focus on skills, experience and potential. • Alternative formats for documents are provided, where possible to ensure recruitment processes are accessible. • Board fosters a welcoming environment which is inclusive where members feel able to contribute. • Consideration to be given to new ways of interviewing candidates, such as providing questions in advance. Amber

2 Quality of Student Experience	2.1 Student Engagement	Ensure on-going engagement and dialogue with students, the students' association and as appropriate staff and TU in relation to the quality of the student experience	Vice Principal of Student Experience and Innovation Ongoing	• The appointment of a Student Engagement Manager in May 2026 has strengthened the College's arrangements for student engagement. • Since taking up post, the Manager has worked closely with the Students' Association on the development of its Strategic Plan, review of its Constitution and the creation of the College's first Student Partnership Agreement. This work is intended to move the relationship between the College and Students' Association towards one of equal partnership, ensuring students play an active role in shaping priorities, decision-making and enhancement activity, rather than being engaged solely through consultation and feedback mechanisms. • The Student Partnership Agreement will provide a framework for ongoing dialogue and collaborative working to enhance the quality of the student experience. Green
	2.2 Relevant and High-Quality Learning	Seek to secure coherent provision for students. Seek to foster good relationships and ensure the College works in partnership with external bodies to enhance the student experience.	Vice Principal of Student Experience and Innovation Ongoing	• The College continues to develop and strengthen partnerships that enhance both the curricular and co-curricular student experience. Through RISE and established relationships with South Lanarkshire Council, a new campus-based multi-agency hub model has been developed, bringing together the Council, South of Scotland Skills Development Scotland (SDS), Department for Work and Pensions (DWP),

				Routes to Work South and third-sector partners to provide coordinated support for students and the wider community. • The Student Engagement Manager is also developing relationships with external organisations including Student Sport Scotland, Kilbryde Hospice, Business Gateway Lanarkshire and Healthy & Active East Kilbride to create opportunities that support student wellbeing, employability, community engagement and personal development. • In addition, the College has established a partnership with MCR Pathways to support learner transition and retention by enabling young people who have benefitted from mentoring at school to continue these mentoring relationships as they progress into college. Amber
	2.3 Student and Engagement and Quality Monitoring & Oversight	Work with the Student Association (SA) and Class Reps to improve Quality Monitoring feedback. Identify mechanisms for recognising and rewarding input of	Vice Principal of Student Experience and Innovation Ongoing	• The Learning, Teaching and Student Experience Committee oversees progress of the Quality Enhancement Plan. • Where possible the College would welcome more Board member involvement, and there has been a “Dragons Den” initiative which has been successful. • Student Question Time was held on 21 April with 4 Board Members sitting on the panel. • New Student Engagement Manager came into post in May 2026 and will work with the

		student body to support quality		Quality and Learning and Teaching Innovation team to enhance and reward student engagement in quality processes. Green
3 Accountability	3.1 Accountability & Delegation	Ensure Board decision-making process is transparent, properly informed, rigorous and timely and that effective controls, risk assessment and management are established, monitored and continuously improved.	Executive Team Board of Management Ongoing	• Board decision-making processes are transparent, with all decisions formally recorded in Board and Committee minutes. • Where decisions are taken outwith scheduled meetings through electronic means, the Governance Professional prepares a report detailing the decision and the basis for it. This report is subsequently presented to the Board and published on the SLC website, ensuring transparency and accountability. • Work is ongoing to review committee and board papers to ensure that members are properly informed. (Amber)
	3.2 Risk Management	Ensure that sound risk management and internal controls are in place and maintained. Ensure there is a formal ongoing process for identifying, evaluating and managing risk.	Vice Principal Finance, Resources and Sustainability Ongoing	• Work is ongoing in the risk area. • Recruitment is ongoing for a Head of Finance • A further risk appetite session will be held with the Board in the latter part of 2026. Amber – although work is required in this area there are internal controls in place to manage risk.
		Connect risk appetite to risk register	VP Finance Ongoing	• Risk appetite is now connected to the risk register, with assurance mapping added to each risk in November 2025. Subject to ongoing review Amber

		Consideration of a Risk Assurance Diagnostic Tool	Principal and VP for Finance, Resources and Sustainability Amber	• Chair of Board, ARC, Exec Team met with Emma Tilley in early November 2025 to discuss how Henderson Loggie can support the Board on risk management through an exercise that asks Board members to rate their confidence in the College's ability to monitor and mitigate each risk. Concluded that an internal audit of the Risk Register may give Board members assurances but may consider this more detailed exercise in the future.
	3.3 Audit Committee	Must have particular engagement with internal and external audit and must work with management and auditors to resolve any issues in relation to financial reporting.	Executive Team November 2026 Amber	• Audit and Risk Committee meet with auditors with no executive members present. • As agreed at the ARC meeting on 19 May 2026, EMcK to chair a monthly meeting on risk mitigation and outstanding actions in respect of Audit Scotland's Interim Management Letter. Updates to be incorporated within Finance Improvement Plan.
	3.4 Remuneration Committee	Must have a formal procedure in place for setting the remuneration of the Principal. Members must undertake the online training module provided by CDN within one month of appointment.	Remuneration Committee October 2026 Amber	• New Chair has been appointed and will require to undertake CDN training. • Objectives were set in October 2025 and will be due to be reviewed in 2026.
		Identify opportunities and	Principal and Vice Principals	

	3.5 Financial & Institutional Sustainability	address challenges in context of "flat cash" settlement. Explore options for best use of resources to generate income. Explore options for 3rd sector partnerships.	Ongoing	• The Board hosted a Board Strategy Day on 26 June 2026 focusing on income diversification. • This work is collated to the overall financial sustainability plan for the college to be presented to Board in September 2026. Amber
	3.6 Staff Governance	Responsible for promoting positive employee relations and ensuring effective partnership between recognised TU's and management.	Exec Team Board Ongoing	• EIS-FELA Board member reports to the People and Culture Committee and BOM regarding TU business. • New policies should be taken to JNC for consideration prior to implementation. • No update on staff support member but would welcome a report from this member upon appointment. Amber
		System of corporate accountability in place for the fair and effective management of all staff, ensure all legal obligations are met and all policies are implemented.	Executive Team Ongoing	• People and Culture Committee report on changes to legislation • Staff development day (11 August) focused on policies to ensure staff are aware of how to implement policies. • Health and safety training being provided to staff on 13 August 2026 by external facilitator. Green
4.1 Effectiveness	4.2 Board Chair	Ensure the Board and its committees have the	Chair of Board	• Board refresh skills matrix on a yearly basis and re-evaluate committee membership to

		appropriate balance of skills, experience, independence and knowledge.	Governance Professional Ongoing	• ensure each committee has appropriate balance of skills. • Co-opted member recruited to support FRC due to a gap in experience. Green
	4.3 Senior Independent Member	Responsible for holding annual meetings with Board members to appraise the Chair's performance and provide the Chair with relevant feedback.	Senior Independent Member (SIM) Complete	• SIM met with all Board members to appraise the Chair's performance. • Feedback was provided to the Chair of the Board in June 2026. • Feedback of discussions can be found in the 2025/26 self-evaluation report. Green
	4.5 Board Members	Register any personal interests that could be seen as conflicting and keeping Register of Interests updated.	Board of Management Ongoing	• Governance Professional requested an update to Board Register of Interest in August 2026. Amber
	4.6 Principal & Chief Executive	Ensure a clear process is in place to set and agree personal performance measures for the principal.	Remuneration Committee October 2026	• Objectives were set in October 2025; a review will be due in October 2026. Amber
	4.7 Governance Professional	Facilitate good governance and be available to Board members when advice is sought.	Governance Professional Ongoing	• Governance Professional provides updates to the Board on governance and is available to meet with members whenever necessary. Green
		Agree overarching policy on resolving	Governance Professional /	The new Chairs' Committee remit now provides a suitable mechanism.

		issues around grievance, breach of contract and conflict of interest	Head of People Services	Green
	4.8 Appointment Induction & Training	Ensure that new Board members receive a formal induction and ensure that all Board members undertake appropriate training in respect of governance role.	Chair Governance Professional Complete	• Board Induction Hub created to help onboard new members • New members meet with Chair, Principal, Exec Lead and GP to ensure a full wraparound is provided. • New members received welcome e-mail and online materials from CDN Green
	4.9 Board Evaluation	Keep effectiveness under annual review and have in place a robust self-evaluation process.	Board of Management Governance Professional Complete	• Board self-evaluation process was updated for 2025-26 which introduced new questions in the Board survey and a new survey prior to the SIM interviews. • For the first time in a number of years a full development plan has also been introduced to complement the rolling review. Green
5 Relationships & Collaboration	5.1 Partnership Working	Build Collaborative initiatives with Regional Partner	Principal, Executive and Senior Leadership Team.	Principal is the Chair of the College Partnership West group and Chair of the Skills Workstream group for regional empowerment for the Glasgow Skills Meeting. She attends Glasgow City Region Partnership meetings every quarter. Quarterly meetings are held with South Lanarkshire Council relating to collaboration. South Lanarkshire Council attended the Board Training Day in November to discuss opportunities. Work is in train to cement a head of terms and a regional skills group. Vice Principal of Student Experience and Innovation has cultivated excellent relationships with the

				University of Strathclyde and the Glasgow School of Art. Amber
		Community Development	Principal and Vice Principal for Learning Teaching and the Student Experience. [Ongoing]	The new Student Engagement Manager came into post in May 2026. Since taking up the role, they have been working closely with the Students' Association on the development of its Strategic Plan, the review of its Constitution and the creation of the College's first Student Partnership Agreement. They will work with external stakeholders to add value to on-campus curricular and co-curricular activities through the development of mutually beneficial relationships with a wide range of community partners. Work has already been initiated with Student Sport Scotland, Kilbride Hospice, Business Gateway Lanarkshire and Healthy & Active East Kilbride, creating new opportunities to enhance student engagement, wellbeing, employability and community participation. These early partnerships demonstrate positive progress towards embedding a more collaborative and connected student experience across the College. Amber

6 Other	6.1 Equalities	Equalities Awareness Training	Governance Professional Ongoing Training	A dedicated training session has already been provided by the former Governance Professional and is available on the Board Portal, but a refresher might usefully be considered at some future point. The Board manual now includes a briefing on this topic. Green
	6.2 Student Association Support & Recognition	Student Awards Funding	Management Ongoing Support	Senior staff are already supporting the SA in seeking funding from the Educational Foundation but further mechanisms for rewarding student effort are being considered. Amber

Schedule of Key Policies & Procedures		
Policy	**Date**	**Due for review**
Anti Bribery Policy	September 2024	September 2027
Disciplinary Policy & Procedure	July 2023	NJNC Policy – to be agreed nationally
Fee Waiver Policy	July 2026	July 2027
Fees Policy	June 2026	July 2027
Finance Regulations	June 2026	July 2027
Fraud & Anti Corruption Policy	May 2024	May 2027
Grievance Policy & Procedure	July 2023	November 2027
Lettings Policy	September 2024	September 2027
Procurement Policy	June 2024	April 2028
Safeguarding Policy	June 2024	August 2027
Staff Code of Conduct	Oct 2023	March 2026
Student Discipline Policy & Procedure	April 2023	August 2027
Whistleblowing Policy	July 2026	May 2031
Note that this element of the Rolling Review is under ongoing review and further policies may be added at request of Committees		

Schedule of Governance Documentation for Ongoing Review		
Code of Conduct	Reviewed as required by Standards Commission	Up to date
Committee Remits	For review four yearly or as required	Last review December 2025
Scheme of Delegation	Ditto	Last review December 2025
Standing Orders	Ditto	Last review 2024
Code of Good Governance	Current edition 2026	Adopted

BOARD OF MANAGEMENT

DATE:	22 September 2026
TITLE OF REPORT:	Approvals July-August 2026
AGENDA ITEM:	20
AUTHOR AND CONTACT DETAILS	Vari Anderson, Governance Professional Vari.anderson@slc.ac.uk
PURPOSE:	To note the two electronic approvals granted by the Board from July to August 2026
KEY RECOMMENDATIONS/ DECISIONS:	The Board is asked to: • Note the Board's approval of an increased payment in respect of the legal matter previously considered by the Audit and Risk Committee and Board of Management. • Note the Board's approval for engagement with a governance research project.
RISK	That decisions made outside the formal Board and Committee cycle may not be perceived as transparent.
SUMMARY OF REPORT	• Note the Board's approval of an increased payment in respect of the legal matter considered by the Audit and Risk Committee and Board of Management. • Note the Board's approval for engagement with a governance research project.

1. INTRODUCTION

1.1 This report provides a formal record of the decisions approved by the Board between 15 June 2026 and 31 August 2026.
1.2 During this period, the Board considered two matters through e-mail correspondence.
1.3 The Board was asked to approve an increased payment in relation to a legal matter that had previously been considered by both the Audit and Risk Committee and the Board of Management.
1.4 The Board also considered a proposal for a governance research project, with approval sought to undertake further exploration of the initiative.

2 BACKGROUND AND APPROVAL PROCESS – LEGAL MATTER

2.1 The Board considered an increased payment relating to a legal matter previously reviewed by the Audit and Risk Committee and Board of Management.
2.2 Further details cannot be disclosed in terms of Sections 36 and 38 of the Freedom of Information (Scotland) Act 2002.
2.3 On 6 August 2026, the Governance Professional wrote to the Board to seek approval of the amended policy and requested approvals by close of business on 6 August 2026.

2.4 Table 1: Votes

Approval	**Refusal**	**No Vote**
Stella McManus		Peter Sweeney
Scott Coutts		John Brown
Doug Morwood		Laura Wright
Chris Sumner		Kirsty Pinnell
Scott Gray		
Jo Gill		
Heather Meighan		
Richard Sinclair		
Odira Atueyi		
Kaitlyn Toner		
Hayley Mullan		
Jacqueline Morrison		
Anna Stoll		
Douglas Morrison		
Heather Anderson		

3 BACKGROUND AND APPROVAL PROCESS – RESEARCH PROPOSAL

3.1 The Governance Professional was approached by Dr Ron Hill with a governance research proposal. The project seeks to explore the use of alternative approaches to governance such as focus groups, workshops and other collaborative engagement.
3.2 The proposal was considered and approved by the Chair's Advisory Committee on 21 July 2026.

3.3 On 6 August 2026, the Governance Professional sent an e-mail to all Board Members seeking approval for the research project with a response day set as 21 August 2026.

3.4 Table 2: Votes

Approval	**Refusal**	**No Vote**
Stella McManus		Odira Atueyi
Scott Coutts		Kaitlyn Toner
Heather Anderson		Hayley Mullan
Heather Meighan		Kirsty Pinnell
Jo Gill		Laura Wright
John Brown		Scott Gray
Jacqueline Morrison		Doug Morwood
Peter Sweeney		
Richard Sinclair		
Anna Stoll		
Chris Sumner		
Douglas Morrison		

4 EQUALITIES

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

5 RISK

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

6 RECOMMENDATIONS

6.1 The Board is asked to:

6.1.1 Note the Board's approval of an increased payment in respect of a legal matter previously considered by the Audit and Risk Committee and the Board of Management.

6.1.2 Note the decision of the Board to approve involvement in the governance research project.

BOARD OF MANAGEMENT MEETING

DATE	22 September 2026
TITLE OF REPORT	Audit Scotland: Scotland's College 2026 Report
REFERENCE	22
AUTHOR AND CONTACT DETAILS	Stella McManus Stella.mcmanus@slc.ac.uk
PURPOSE:	To provide members with an overview of the Audit Scotland 2026 report on the college sector.
KEY RECOMMENDATIONS/ DECISIONS:	Members are invited to: • to note the findings of the report and the continuing financial and operational pressures affecting the college sector; and • to consider the implications for the College's financial sustainability, strategic planning and contribution to regional and national reform.
RISK	• That the College does not keep up with sector reform and pace of change is too slow impacting on future business.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• Audit Scotland reports that Scotland's colleges continue to face significant financial sustainability challenges, with the sector recording a collective deficit of £5.6 million in 2024/25. • While college funding increased in 2026/27, funding remains below historic levels in real terms and concerns remain regarding the sustainability of future reform. • Student enrolments and credits delivered have reduced significantly over recent years, despite ongoing skills shortages and economic demand. • Colleges continue to deliver positive outcomes for learners, with high student satisfaction, improved completion rates and strong positive destinations. • Audit Scotland highlights the need to accelerate sector reform and identifies the College Sector of the Future programme as the key vehicle for addressing previous recommendations. • The report reinforces the importance of sustainable funding, regional skills planning, collaboration and long-term sector transformation.

1. INTRODUCTION

1.1 The purpose of this report is to provide members with a summary of the Audit Scotland Scotland's Colleges 2026 report published on 10 September 2026.

2. KEY POINTS

2.1 Audit Scotland published its latest report on Scotland's colleges on 10 September 2026. The report highlights the continuing financial pressures facing the sector and concludes that Scotland's colleges are operating within an extremely challenging financial environment.

2.2 Scotland's 19 incorporated colleges reported a collective deficit of £5.6 million in 2024/25, compared with £1.9 million in the previous year. Additional financial support provided by the Scottish Funding Council also increased from £5.4 million to £13.9 million. Audit Scotland notes that, although this support was intended to be short term, repayment arrangements are not always clear and some advances have had to be rolled forward. This reflects the longer-term financial sustainability challenges facing the sector.

2.3 The Scottish Government has increased college resource funding by 9.3 per cent in cash terms for 2026/27. While this increase is welcomed, the report notes that funding has reduced by 7.5 per cent in real terms over the past five years. Audit Scotland therefore questions whether the latest uplift will be sufficient, or sustained for long enough, to enable colleges to deliver the scale of reform now expected.

2.4 The report also highlights a significant reduction in college participation. Enrolments decreased by 21 per cent between 2022/23 and 2024/25, with almost 40,000 fewer students taught or trained in colleges. The volume of teaching delivered through credits also reduced by eight per cent over the same period. These trends are concerning at a time when employers and public services continue to report skills shortages and Scotland requires a skilled workforce to support economic growth and public sector reform.

2.5 Despite these pressures, Audit Scotland recognises the continued resilience and performance of colleges. The sector met the Scottish Funding Council's credit threshold for the second consecutive year, student completion rates improved, and colleges continued to support a high proportion of students into positive destinations. Overall student satisfaction also remained high at 95 per cent.

2.6 Audit Scotland concludes that progress in implementing the recommendations from its 2025 report has been slow and that some reforms should have commenced earlier. No new recommendations have been made. However, the Scottish Government, the Scottish Funding Council and colleges are expected to implement the eight recommendations made in 2025 at pace and as part of the wider reform of post-school education and skills.

2.7 The report identifies the College Sector of the Future workstream as an important route through which the Scottish Government intends to address these recommendations. Findings and recommendations from this workstream are expected to be presented to ministers by the end of 2026. This reinforces the need for sector reform to be closely aligned with sustainable funding, regional skills planning, economic development and wider public sector reform.

2.8 Audit Scotland also considers the expectation that colleges should increase commercial and other income to improve their financial sustainability. While acknowledging the importance of income generation, the report notes that colleges remain heavily dependent on Scottish Funding Council teaching grants. The capacity to generate additional income varies considerably across the sector and remains limited. Audit Scotland also cautions that an excessive focus on commercial income could divert colleges from their core educational purpose.

2.9 The report reinforces the importance of maintaining strong financial governance, robust medium-term planning and a clear approach to institutional sustainability. It also supports the College's focus on regional collaboration, skills empowerment, innovation and the development of partnerships that respond to the needs of employers, communities and the regional economy.

3 EQUALITIES

3.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report. However, continued under investment in the college sector may impact on the student experience and adversely affect students with protected characteristics.

4 RISK

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

5 RECOMMENDATIONS

5.1 Members are invited to:

5.1.1 to note the findings of the report and the continuing financial and operational pressures affecting the college sector; and

5.1.2 to consider the implications for the College's financial sustainability, strategic planning and contribution to regional and national reform.

BOARD OF MANAGEMENT

Date	22 September 2026
TITLE OF REPORT	Audit & Risk Committee Chair's Report for the South Lanarkshire College Board
REFERENCE	23.1
AUTHOR AND CONTACT DETAILS	Peter Sweeney, Chair and Member of the Audit & Risk Committee Peter.sweeney@slc.ac.uk
PURPOSE	To provide the Board with a Report from the ARC Chair including matters discussed during the ARC Meeting on 25 August 2026.
BOARD ACTIONS / POINTS TO NOTE	The Board is asked to consider the following key points, especially: • Members noted and approved the Annual Complaints Report for remittance to the Board; • Noted the update and remitted the Draft Board Self Evaluation and Development Plan to the Board • Noted the satisfactory outcome from the Financial Sustainability Internal Audit; • Reflected on progress made in respect of prior year audit recommendations within the Follow Up Review 2025/26 • Noted more progress on the SLC Internal Audit Recommendations monitor this quarter; with further updates expected by November 2026; • Noted the risk register updates with low activity this quarter; • Noted the results of the EMA Spot check – Block 2; • Considered the ARC work plan and remit for 2026/27 • Considered the Draft Report of the Audit and Risk Committee for Board of Management approval; • Reflected on Quarter 4 complaints report, • Considered the Legal claim update, pension updates and finance improvement plan; the details of which cannot be published for legal and commercial reasons; • Considered the accounting policies and Accounts Direction for 2025-26 for use within the Financial Statements for 2025-26. • All other matters for information were noted and questions and comments were welcomed from the Committee.

KEY POINTS	**05.1 ANNUAL COMPLAINTS REPORT** The Committee considered the report and the rationale for oversight of complaints handling to transfer to the Audit and Risk Committee from the Learning, Teaching and Student Experience (LTSE) committee. The Committee considered the continuous improvement tools at the College's disposal to address more common complaints, noting key actions to support a reduction are already being considered. The Committee approved the Report for remittance to the Board. **06.1 DRAFT BOARD SELF EVALUATION AND DEVELOPMENT PLAN** The Committee noted highlights of progress made in implementing governance-related Internal Audit recommendations and actions arising from Governance Effectiveness Reviews. The evaluations highlighted areas for improvement which will complement the ongoing governance rolling review. The Senior Independent Member noted the positive conversations with Board colleagues as part of the Chair's Evaluation. Thanks were extended to all involved for the invaluable document and the Committee approved the paper for Board of Management approval. **07.1 INTERNAL AUDIT 2025/26: FINANCIAL SUSTAINABILITY** The Committee noted the overall audit opinion of 'Satisfactory', with some control weaknesses identified and recommendations established to ensure more detailed forecasting and financial planning. The Committee acknowledged the difficulties in managing deficit positions but recognised there are foundations in place to ensure the completion of all audit recommendations in due course.. **07. 2 INTERNAL AUDIT 2025/26: FOLLOW UP REVIEWS** The Committee noted the progress, with agreement of revised dates for completion of recommendations with the rationale around changes set out. The Committee noted its concerns regarding long-outstanding audit recommendations, with an ask that the item be closed off in the next round of reporting.

	08.1 ROLLING AUDIT RECOMMENDATIONS MONITOR AND COMMENTARY The Committee noted the reports, including 28 outstanding recommendations. The College had reassessed targeted completion dates where appropriate, and identified the policies, practices and procedures that underpin the College's control framework. It was noted that some system implementation data is still underway within People Services (iTrent) and Finance. The Committee acknowledged the improvements made in comparison to previous meetings. Confidence is now felt around the more forward-looking approach to concluding audit recommendations, with an expectation that further progress will be made by the next ARC meeting. **09.1 STRATEGIC RISK REGISTER** The Committee noted the report and limited activity within the risk register, despite discussion amongst the Senior Leadership Team to assess risk status. The Committee noted that the Financial and Capital Risk continued to receive appropriate scrutiny and accepted the current risk position, recognising the significant work undertaken by the management team. Compared with previous reports, the Committee considered the narrative to be improved, with the inclusion of qualitative information providing clearer assurance on how the risk is being managed and mitigated. **10.0 SLC INSTITUTION-LED QUALITY REVIEW (ILQR) EMA SPOT CHECK – BLOCK 2** The Committee noted the results from Education Maintenance Allowance (EMA) 2nd Spot Check, with an action for the Digital Team to resolve the discrepancy within the 'Open and Close Attendance' portal. Work to resolve the discrepancy had been resolved. The Committee noted the change in governance arrangements around EMA reporting and monitoring from 2026, in which Colleges no longer have to complete a formal audit but must complete an end of year declaration in September 2026, as well as evidencing completion of 5% spot checks. **11.1 ARC WORK PLAN AND ARC REMIT** The Committee noted the proposed Audit and Risk Committee Work Plan and Remit and in particular the removal of reference to the Regional Strategic Body following dissolution on 30 July 2025.

	The Committee accepted the work plan and remit for 2026/27. **12.0 DRAFT REPORT OF THE ARC TO THE BOARD OF MANAGEMENT** The Committee noted the report and no questions were raised. Thanks were extended to all for their input. The details of the report will not be published due to commercial sensitivity. **13.0 QUARTER 4 COMPLAINTS REPORT** The Committee noted the report which will be submitted to the Learning Teaching and Student Experience (LTSE) Committee for sign off. The Committee was advised that, following concerns raised at the previous meeting regarding the suitability of the complaints management system, a simple spreadsheet-based process had been introduced. The new approach has been implemented using Excel and, to date, is operating effectively and providing improved oversight of complaints handling. **14.0 LEGAL CLAIM UPDATE** The Committee considered and fully discussed the update. The details could not be published due to containing legal professional privilege **15.0 PENSION UPDATE** The Committee considered and fully discussed the update. The details could not be published due to being commercially sensitive. **16.0 FINANCE IMPROVEMENT PLAN** The Committee considered and fully discussed the update. The details could not be published due to being commercially sensitive. **17.0 EXTERNAL AUDIT – ACCOUNTING POLICIES** The Committee considered the Accounting Policies for use within Financial Statements 2025-26, noting no material changes expected. **18.0 ACCOUNTS DIRECTION 2025/26** The Committee noted the report with no significant changes to the requirements mandated by the Scottish Funding Council (SFC).

	Changes included narrative to support the College's position on no zero-hours contract; Family and Friendly working practices; workplace inequalities; and rehiring practice. Sustainability Reporting will also be expanded within the Financial Statements and there is an expectation that the College will also include additional pay ratios within its staff remuneration report. **19.0 GOVERNANCE ROLLING REVIEW** The Committee noted the refreshed review to align with Code of Good Governance with key policies and governance documents which the college is required to keep under review **20.0 AUDIT SCOTLAND TECHNICAL BULLETIN** The terms of the Audit Scotland Technical Bulletin were noted, acknowledging the College sector Accounts Direction 2025/26. **CONCLUSION** The College has continued to monitor all aspects of risk management, control and governance A heightened focus remains on the conclusion of prior year external audit recommendations, on which the College Management team have provided commitment to address as soon as practically possible. The Committee remains of the opinion that the College's internal financial and management systems are adequate and effective but is mindful that progress on the Finance Improvement Plan is a key enhancer of the College's financial control environment. The Committee was pleased to note that the Finance function within the College has made two key interim staff appointments (Senior Finance Consultant and Interim Depute Head of Finance) to better support with the workload and progress required within financial planning, monitoring and forecasting. The Committee is of the view that there is an ongoing process for identifying, evaluating and managing the College's significant risks.

BOARD MEETING

DATE	27th August 2026
TITLE OF REPORT	Learning Teaching and Student Experience Committee Chair's Report for the South Lanarkshire College Board
REFERENCE	23.2
AUTHOR AND CONTACT DETAILS	Prof Jo Gill, Chair of the Learning Teaching and Student Experience (LTSE) Committee Jo.Gill@slc.ac.uk
PURPOSE	To provide the Board with a report from the LTSE Chair, including matters discussed during the CQD (LTSE) meeting on 27th August 2026.
BOARD ACTIONS / POINTS TO NOTE	Members are asked to: • Note approval of the revised Students' Association Constitution (2026-2031); • Note positive progress in student engagement, representation and partnership activity led by the Students' Association; • Note curriculum performance, increasing applications and demand, and progress with curriculum restructuring; • Note ongoing enhancement of quality assurance processes, student voice mechanisms and learning and teaching innovation; • Note continued developments in student support provision, additional support needs services, wellbeing support and partnership working; • Note the strategic priorities identified for Student Experience and Innovation during 2026-27; and • Note progress across a range of supporting activities including marketing and communications, student engagement planning and performance monitoring.
KEY POINTS	**Student Association Report** • The Committee noted the significant activity undertaken by the Students' Association during the reporting period and its planned priorities for Academic Year 2026-27; • Members welcomed the introduction of a refreshed Students' Association brand and logo alongside plans to increase visibility, engagement and communication with students; • The Committee commended the Students' Association's contribution to student wellbeing, representation and partnership working across the College; • Particular note was made of engagement with SPARQS, participation in Pride events, and involvement in College-wide activities including Staff Conference and Board Development sessions; and

	• The Committee welcomed the proactive approach being taken by the newly elected Student President and Vice President. **Curriculum Report** • The Committee reviewed curriculum performance and noted continued strong demand and application levels across the College; • Members noted progress towards delivery of the 2025-26 credit target and discussed variances within individual curriculum areas; • Particular attention was drawn to significant growth in demand for ESOL provision. In response, the College is piloting embedded ESOL delivery within specialist vocational programmes, including the CECA Academy and Nursing and Care provision, to support learner progression and improve access to vocational learning; and • The Committee welcomed the successful learner celebration event recognising achievement across Levels 4, 5 and 6 programmes and noted ongoing curriculum restructuring activity and the opportunities this presents for future curriculum development and responsiveness. **Quality and Learning & Teaching Innovation Report** • The Committee noted continued enhancement of the SLC Way, the College's approach to quality assurance and improvement; • Members welcomed further strengthening of the student voice and recognised its central role within quality enhancement activity for 2026-27; • The Committee received updates regarding national work with SPARQS and partners to review and redesign student survey approaches. Discussion included the importance of understanding student satisfaction data within an appropriate context and ensuring evidence is used effectively to drive improvement; • Members noted that the external quality environment continues to evolve and that preparatory work is underway to ensure the College remains well positioned; and • The Committee congratulated the Head of Quality and Learning & Teaching Innovation on her appointment as Vice Chair of the CDN Quality Group. **Student Engagement and Partnership Report** • The Committee noted continued progress in integrating Educational Learning Support into Student Support Services, including developments in referral and case management processes; • Members received updates regarding the Additional Support Needs Project and its implementation timetable and

	welcomed progress made through the Student Support Services refurbishment project; • The annual Counselling and Wellbeing Report highlighted the breadth of support available to students and the positive impact of wellbeing initiatives; • Updates were provided on support for LGBTQIA+ students and wider inclusion activities; • The Committee endorsed the introduction of the MCR Pathways Mentoring Programme and welcomed the continuing partnership with Aspire through delivery of transition support workshops; and • Staff were commended for the progress made and improvements achieved over the past year. **Vice Principal Strategic Update** • The Committee considered the progress made during the foundational phase of the Student Experience and Innovation portfolio during 2025-26 and endorsed the strategic priorities identified for Academic Year 2026-27; • Members noted the alignment of planned activity with College strategic objectives, the Tertiary Quality Enhancement Framework and Scottish Government priorities; • Discussion focused on embedding a culture of quality enhancement, evaluation and data-informed decision-making; • The Committee recognised the importance of student voice mechanisms in shaping improvement activity and enhancing the learner experience; and. • Members noted ongoing developments relating to student engagement systems and the planned review of outcomes from future recruitment and student engagement activity. **Matters for Information** • The Committee noted updates relating to marketing and communications activity, the Scottish Funding Council SEAP thematic report, the Students' Association Strategic Plan and the LTSE Workplan for 2026-27; • Members welcomed the updated Students' Association Strategic Plan and noted that a Student Partnership Agreement update will be brought forward in November; • The Committee noted performance updates through the KPI Dashboard, the Annual Counselling Report and complaints reporting considered through the Audit and Risk Committee; and

	• Discussion highlighted the importance of understanding the student applicant journey and ongoing work to enhance onboarding and progression processes. **Summary** • The Committee was satisfied that the College continues to demonstrate strong performance across learning, teaching and student experience; • Student partnership arrangements continue to strengthen through the work of the Students' Association and wider student voice activity; • Curriculum performance remains positive, supported by increasing demand and ongoing curriculum development. Quality assurance and enhancement arrangements remain robust, underpinned by a clear commitment to continuous improvement, partnership working and evidence-informed practice; • Significant progress continues to be made in student support, wellbeing provision and support for learners requiring additional assistance; and • The Committee welcomed the strategic direction established for Student Experience and Innovation during 2026-27 and will continue to monitor progress across all areas throughout the academic year. **Summary of Actions** **Item 7** – Curriculum Report: Typographical amendment required within section 3.2, changing August 2025 to August 2026. **Item 8** – Quality, Learning and Teaching Innovation Report: A thematic report on student satisfaction and self-evaluation outcomes to be presented to a future meeting of the Committee. **Item 15** – Key Performance Indicators Dashboard: Consideration to be given to inclusion of prior-year comparator data within future reports.

BOARD OF MANAGEMENT

Date	22 September 2026
TITLE OF REPORT	Finance and Resources Committee Chair's Report for the South Lanarkshire College Board
REFERENCE	23.3
AUTHOR AND CONTACT DETAILS	Heather Anderson, Acting Chair of Finance and Resources Committee Heather.Anderson@slc.ac.uk
PURPOSE	To provide the Board with a Report from the FRC Chair including matters discussed during the FRC Meeting on 1 September 2026.
BOARD ACTIONS / POINTS TO NOTE	The Board is asked to note key points: • The Committee considered the FRC Work Plan and Remit with further consideration to be given to the structure of the Committee workplan and an additional duty of the Committee to be included to review any financial settlements. • The Committee had noted and approved the following for remittance to the Board ▪ Accounting Policies for Financial Statements 2025-26 ▪ SFC Financial Forecast Return (FFR) ▪ Zero Waste to Landfill Approach • Cashflow and Accounts to 30 June 2026, noting a draft full year deficit of £1.056M. • Principal and Executive Team Expenses 2025-26 • The Quarterly update from Procurement. • The Quarterly update from Facilities • The Quarterly update from the Climate Change Action Team (CCAT) • The Quarterly update from the Business Innovation and Development Team and its newly formed Commercial Approach for consideration by the Board; • The Finance Improvement Plan for 2026 • Updates to the Strategic Dashboard for Growth, Innovation and Sustainability actions.

KEY POINTS	**05.1 FRC REMIT AND WORK PLAN 2026-27** The Committee noted and considered the Work Plan which was last reviewed in August 2024. The Committee asked for consideration to be given to including an additional responsibility within the remit for the review of any financial settlements and in any additional cases where the Committee/Board have legal responsibilities. The Committee also asked for further consideration of the structure of the Committee workplan before it is remitted to the Board for approval. Specifically, it is proposed that the Chairs Committee review all work plans to assess whether there are improvements which can be made. **05.2 ACCOUNTING POLICIES FOR FINANCIAL STATEMENTS 2025-26** The Committee noted the anticipated accounting policies for use within the financial statements and that no updates are proposed to accounting policies this year. The Committee **approved** and remitted to the Board. **05.3 SFC FINANCIAL FORECAST RETURN (FFR)** ***Reserved item: Commercially Sensitive*** The Committee considered the FFR, **approved** and remits to the Board. The terms of the paper cannot be published due to being commercially sensitive. **05.4 ZERO WASTE TO LANDFILL APPROACH** The Committee noted and **approved** the report, with discussion focusing on implementing the strategy and quantifying reduction in waste and associated costs. The Committee asked that the Approach be reviewed for viability in respect of waste reduction tonnage targets by the year of 2040, with the suggestion to increase near-term reduction targets. Committee also noted opportunities for closed-loop procurement of materials with an ask that the College begin to consider its approach to safe and sustainable disposal of residual waste from construction and demolition. **06.1/0.6.2 MANAGEMENT ACCOUNTS TO 30 JUNE 2026 AND CASHFLOW REPORT** The Committee noted the report and the likelihood of a £1.256M full year deficit.

	The Committee was informed that it had not been possible to bring draft July 2026 accounts to this Committee meeting, owing to some ongoing reconciliation work to assess the completeness of student fee invoicing within the finance system, following a system implementation. The Finance Team are working towards the completion of the year end statutory accounts in September 2026 once all transactions are confirmed. The Committee noted the high overspend on payroll costs in the year. The Committee separately acknowledged the ongoing work to address a need for income growth and diversification to protect the College from future deficits of this scale. **06.3 PRINCIPAL AND EXECUTIVE TEAM EXPENSES 2025-26** The Committee noted the paper, acknowledging minimal spend in year. It was agreed that the Executive Team should establish a budget for business expenses without the requirement to submit a formal paper to the Committee. It was however noted that expenses should continue to be recorded and reported as part of the overall financial reporting. **06.4 QUARTERLY UPDATE - PROCUREMENT** The Committee noted the Procurement update and noted the basic assurances that the report provides in evidencing that Procurement is serving the College well through the provision of a variety of tendered procurement exercises. It was however noted that the report is detailed and consideration should be given for a high-level dashboard of information for committee, subject to discussion with the Procurement Manager. The Executive Team agreed to discuss with a subsequent update to be provided. **06.5 QUARTERLY UPDATE - FACILITIES** The Committee noted and considered the report. The Committee noted a high volume of summer works across June – August 2026. The Committee acknowledged planned works in respect of the lifts, with further updates to be brought to the next Committee once the initial feasibility study has been concluded by the Project Management consultancy. The Committee noted no appetite to replace the current gas boilers as it would not be feasible to do so considering net zero targets. Instead, the Committee asked that consideration be given to early contractor involvement for any sustainability projects, including the sourcing of potential expertise to assist with decision making. A Capital request to SFC is in progress.

	06.6 QUARTERLY UPDATE – CLIMATE CHANGE EMERGENCY ACTION PLAN (CCEAP) The Committee noted the plan and the activities being undertaken to support sustainability within the College. The Committee noted that an assessment is now in place regarding business travel as part of emissions tracking. A comparative metrics reviewing goals versus achievement was also suggested. The CCEAP 2026-27 is being formulated and will be brought to the next committee. **06.7 BUSINESS INNOVATION AND DEVELOPMENT – A COMMERCIAL APPROACH** The Committee welcomed and endorsed the commercial approach that was presented. The Committee thanked the Head of Business Innovation and Development for leading on this vital piece of work, which aims to support both employers and students in their pursuit of training needs as well as strengthening the College's financial sustainability through a more targeted approach to the development of a commercial pipeline of funding and income growth opportunities. **06.8 QUARTERLY UPDATE – BUSINESS INNOVATION & DEVELOPMENT** The Committee noted the quarterly updates and the significant project work being carried out to support the delivery of Raising Income through Skills and Education (RISE) and Training Access Fund (TAF) funding streams that have been awarded to the College in 2026/27. The Committee noted the importance of a Customer Relationship Management (CRM) system to support the streamlining of processes internally. **06.9 FINANCE IMPROVEMENT PLAN 2026** ***Reserved Item: Commercially Sensitive*** The Committee noted the report. The details of the report will not be published due to commercial sensitivity. **06.10 STRATEGIC DASHBOARD UPDATES** ***Reserved item: Commercially Sensitive*** The Committee acknowledged the quarterly update to both Growth and Innovation and Sustainability over the last quarter. The details will not be published due to being commercially sensitive in draft form.

BOARD OF MANAGEMENT

DATE	September 2026
TITLE OF REPORT	People and Culture Committee (PAC) Chair's Report
REFERENCE	23.4
AUTHOR AND CONTACT DETAILS	Douglas Morrison, Chair of the Board of Management Douglas.morrison@slc.ac.uk
PURPOSE	To update the Board of Management on the key matters considered by the People & Culture Committee at its meeting on 3 September 2026 and to provide recommendations and assurance arising from the Committee's discussions.
BOARD ACTIONS / POINTS TO NOTE	The Board is asked to note Key Points, especially: • note the matters considered by the People & Culture Committee on 3 September 2026; • approve the revised Health & Safety Policy, which was reviewed by the Committee and recommended for Board approval, subject to agreed amendments being incorporated into the final version; • note continuing progress across employee engagement, organisational culture, health, safety and wellbeing; • note ongoing developments in national bargaining, workforce reform and industrial relations matters across the college sector; and • take assurance from the reports considered and actions agreed by the Committee.
KEY POINTS	**Health & Safety Policy** • The Committee reviewed the revised Health & Safety Policy and welcomed the development of the document. Members noted that the Policy has been refreshed to reflect current legislative requirements, recognised practice and the College's evolving operating environment. • The revised Policy provides greater clarity of roles, responsibilities and accountabilities across all levels of the organisation including senior leaders, managers, employees, students, contractors and agency workers. It also strengthens arrangements relating to behavioural safety, health surveillance, risk assessments, near miss reporting, first aid, fire safety, contractor management, insurance management, wellbeing and incident management. • The Committee discussed a number of proposed amendments to further strengthen the Policy and improve clarity. Subject to the incorporation of the agreed amendments, the Committee approved the revised Policy and recommends it to the Board for approval.

	Sector Employment and Industrial Relations • The Committee received an update on national bargaining and industrial relations developments across the sector. • Members noted progress relating to national bargaining developments, pay, and terms & conditions discussions, and wider sector workforce developments. The Committee recognised the potential implications for workforce planning, financial sustainability and future operating models within the college sector. • Members discussed the professional services job evaluation status and raised concerns regarding this and its impact on employees. • The Committee also considered trade union matters and was provided with assurance regarding current engagement arrangements and ongoing dialogue with recognised trade unions. **Staff Voice and Employee Engagement** • The Committee welcomed continued progress in employee engagement and Staff Voice activities. • Members noted positive participation in Staff Development Days, the Staff Conference and other engagement activities throughout the year. Particular feedback reflected appreciation for opportunities for open dialogue with senior leaders, staff involvement in discussion forums and continuing opportunities to contribute to organisational development. • The Committee also welcomed progress in further developing employee feedback arrangements, including the Tell Us and Report & Support platforms, as well as plans for future pulse surveys and staff recognition initiatives. **Annual Health & Safety Review** • The Committee received the Annual Health & Safety Review and welcomed the progress achieved during 2025-26. • Members noted continued compliance with statutory health and safety requirements and recognised improvements across governance arrangements, fire safety management, staff training, health surveillance and organisational safety culture. The Committee also welcomed increased near-miss reporting, supporting a more proactive approach to risk identification and prevention. Members encouraged that more work is done to increase the level of near miss reporting. • Members noted that practical teaching and learning environments continue to represent the College's highest-risk operational areas and welcomed the ongoing focus on risk management and control within these settings. **Workforce Capacity, Capability and Sustainability** • The Committee received the inaugural Quarterly People Update and welcomed the introduction of a more strategic workforce reporting framework.

	• Members noted that workforce capacity is stable, turnover levels remain manageable and recruitment activity continues to support operational delivery. • Long-term absence and attendance management continue to represent key areas of focus. **Culture, Wellbeing and Belonging** • The Committee received the first Quarterly Culture Update and welcomed positive indicators relating to employee engagement, wellbeing, inclusion and partnership working. • Members noted encouraging participation rates and feedback from Staff Development Days and the Staff Conference. Particular recognition was given to the Health & Safety session delivered by an external Health & Safety lawyer, which generated strong engagement and positive feedback from attendees. • The Committee also noted continuing progress in relation to wellbeing initiatives, Staff Voice activity, recognition planning and the development of National Equality Outcomes. Members recognised the importance of maintaining a continued focus on engagement, belonging, inclusion, communication and psychological safety. **Health & Safety** • The Committee noted the appointment of Tony McCluskey as Health & Safety Advisor and noted continued progress in strengthening health and safety arrangements across the College. • Members discussed fire evacuation arrangements, Personal Emergency Evacuation Plans (PEEPs), refuge point capacity and the ongoing programme of lift replacement works. The Committee also noted progress in relation to health surveillance, statutory compliance, health and safety training, emergency preparedness and preparations for the implementation of Martyn's Law. • The Committee highlighted the importance of maintaining a continued focus on first aid resilience, fire safety, emergency arrangements and positive health and safety behaviours across the College. **Enhanced Committee Reporting** • The Committee welcomed the refreshed format of the preceding three papers – the Quarterly Updates for People, Culture, and Health & Safety - noting the transition from separate operational updates towards a more strategic and integrated approach to reporting. • Members considered that the revised format provides a clearer line of sight between workforce, culture, wellbeing, inclusion and health & safety matters, enabling more effective scrutiny of emerging trends, risks and opportunities. • The Committee agreed that the refreshed reporting arrangements strengthen assurance and support more informed discussion at Committee level.

	Performance Monitoring and Strategic Dashboards • The Committee reviewed the People & Culture contribution to the College's Strategic KPI Dashboard and welcomed the quarterly update. • Members considered the information and supporting narrative helpful in monitoring performance, understanding emerging trends and providing assurance across workforce, culture, wellbeing and health & safety matters. **EIS-FELA** • The Committee noted that a matter relating to local office arrangements had been raised by EIS-FELA and was being addressed through established local processes. • Members were advised that there were no other known issues.

BOARD OF MANAGEMENT

Draft Minutes 16 June 2026

Board of Management Meeting on 16 June 2026 at 1730 hours via Microsoft Teams and in the Boardroom at South Lanarkshire College

Present	**In Attendance**
Chris Sumner **Douglas Morrison (Chair)** Heather Anderson (online) Jack Whyte Jacqueline Morrison John Brown Kirsty Pinnell Odira Atueyi (online) 1735 Peter Sweeney Scott Gray Stella McManus Tarryn Robertson	Elaine McKechnie Shona Pettigrew Richard Sinclair Omatsola Oke (until 17:40)

Vari Anderson (Governance Professional)
Christine Clark (Executive and Governance Administrator)

Minutes

Agenda Item	Item
	The Chair welcomed Richard Sinclair (newly appointed Academic Board Member) to the meeting. The Chair noted that this would be the final Board meeting for Tarryn Robertson, Catriona Blacker, and Jack Whyte as their tenures come to an end and thanked them for their input.
1	**Apologies for Absence** Anna Stoll, Heather Meighan, Jo Gill, Laura Wright, Scott Coutts Catriona Blacker and Doug Morwood were noted as absent.
2	**Declaration of any potential Conflicts of Interest in relation to any Agenda items** None noted.
3	**Minutes of Previous Meetings – 17 March 2026** **Approved** as an accurate record.
4	**Matters Arising from the Previous Meeting (17 March 2026)**

	• Follow Up Item - VA and DM to write to Unison regarding appointment of Support Staff TU Representative. **Completed.** DM met with Janet Stewart at the beginning of June 2026 to discuss matters. • Item 7&8 – Board Development Day to focus on business growth and networking opportunities. **Completed.** Board Income and Diversification Day scheduled for Friday 26 June 2026. • Item 15 – Future of the College Sector to be considered at Committee level. **Update** provided within Principal's Update (Item 14 on agenda). • Item 16 – VA to request Board links to industry and approves the Heads of Terms and notes the Boards support to further explore the East Kilbride Town Hall proposal. **Completed** however VA will re-circulate due to low response rate. The Chair noted Agenda Item 16 will be presented by EMcK in PF's absence and Agenda Item 11 will be brought forward to allow OO to present the paper and leave the meeting.
	Matters for Approval
5	**Business Continuity Management (BCM) Policy – Remitted from ARC** The Board noted and discussed the Policy noting its remittance from the Audit and Risk Committee. Discussion included the highlighted flow diagram on page 7, key stakeholders in pages 4 and 5, and procurement information contained in page 11 following the recent Henderson Loggie audit. The Committee discussed organisational resilience and the need for the Senior Leadership Team (SLT) to consider the next steps. Members were advised that operational plans underpin the strategy, informed by departmental Business Impact Assessments (BIAs). It was suggested that the Audit and Risk Committee (ARC) could provide oversight of these plans to ensure consistency and robustness across the College. The Committee also noted the recent business continuity exercise undertaken by the SLT. ACTION: Within page 11, '*Real Life Incidents – Procurement'* reference to be made to the Procurement Policy and Strategy. Noting that the ARC will have oversight of BIAs. **Approved –** subject to minor amendment.
6	Reserved Item: Commercially Sensitive in Draft Form **Draft Budget 2026-27 (including Final Funding Allocation analysis) –** Remitted from ARC The Board considered, discussed and **approved** the paper, the details of which could not be published due to being commercially sensitive. ACTION: Within section 5.5.1 '*Other Income'* – income amount to be checked and updated.
7	Reserved Item: Commercially Sensitive in Draft Form **Draft Mid-Year Return (MYR) to Scottish Funding Council** – Remitted from FRC

	The Board considered and **approved** the paper. The details could not be published due to being commercially sensitive.
8	**Procurement Policy and Procedure Review – Feb 2026** – Remitted from FRC The Board considered, discussed and **approved** the paper following amendments to previous versions as remitted by the Finance and Resources Committee (FRC). It was noted that the FRC requested consideration be given to recognising other procurement frameworks similar to Public Contract Scotland within the Policy however APUC said this would not be possible to add. The Board asked the Senior Leadership Team to review the procedures currently in place for tracking perishable items and other materials. In addition, in light of recent staffing changes, the Board recommended removing post-holder names from the policy and retaining job titles only, to avoid the need for further amendments when roles change. ACTION: SLT to review procedures currently in place for tracking perishable items and other materials. Post holder staff names to be removed, noting job titles only.
9	**Procurement Strategy** – Remitted from FRC The Board acknowledged and **approved** the Strategy noting its alignment with College Strategy 2030 and SFC OF&AM. The Board were advised that following consideration at the Finance and Resources Committee, the Committee requested references to SQA be updated to Qualifications Scotland. Further, in relation to influenceable spend, it was highlighted that Qualifications Scotland are not the only awarding body and requested this matter be referred to APUC for consideration. The Board noted the response from APUC and suggested consideration be given to how the College might support and promote modernisation of APUC. ACTION: The Board and Executive Team to consider how the College might support and promote the modernisation of the APUC.
10	**Estates and Infrastructure Approach** – Remitted from FRC The Board **approved** the Approach, acknowledging the alignment to the Guidance of Effective Management of Space (GEMS) and the sensible approach of a pause period to collate KPIs behind this approach and clarity from working groups.
11	**Environmental Sustainability Policy** – Remitted from FRC The Board **approved** the policy, acknowledging the circular economy chart updates. ACTION: Amend formatting of diagram on the back page.
	Matters for Discussion
12	**Student Association Report –** Considered by LTSE

	The Board noted the ongoing improved design of the Report and commended the contributions of CB and JW. The Board noted the Student Engagement Manager is now in post.
13	**Chair's Update** The Board noted the terms of the update, acknowledging the appreciation of Tarryn, Catriona and Jack for their contributions during their tenure on the Board which included an important period of change for the college. Welcome extended to Richard Sinclair to the Board of Management who will replace Tarryn Robertson as the academic staff member in August. Thanks were conveyed to Heather Anderson for covering as Interim Chair to the Finance and Resources Committee during Laura Wright's maternity leave. Jamie McCrindle was also welcomed as co-opted member to the Finance and Resources Committee (FRC), although was not in attendance at the meeting. Thanks were extended to all for participation over the year and one-to-one dialogue with Scott Coutts appreciated. The Chair noted involvement in Colleges of the Future event which will allow SLC to contribute to the transformation strategy, and the Board are asked to support articulation of what SLC believe their contribution should be and how SLC should thrive as opposed to sitting back during the transformation period. The Board were provided with a verbal update on the Chair's meeting with Janet Stewart (Unison) regarding the appointment of a support staff member. It was noted that there is a dispute regarding the election process which is being considered by the Good Governance Steering Group later in the week. ACTION: Board members to help articulate our evolvement of the College sector.
14	**Principal's Update** The Board noted the terms of the report and feedback was requested in respect of section 2.6 in respect of *College Sector of the Future.* Collaboration work continues with South Lanarkshire Council and East Kilbride Town Hall options are being reviewed taking into account financial restrictions. Further update will be provided around Glasgow City Regions (GCR) workstreams. It is disappointing to note the number of young people classified as NEET (Not in Education, Employment or Training), and that further action need to be taken by the wider sector and agencies. The Board were advised that the CECA graduation took place week commencing 8 June 2026. Level of students dropped from 19 to 10. Guidance and career support work is underway by the VP Student Experience and Innovation.

	Discussion around credits (teaching hours) with funding attached and no further monies available to colleges to allow more credits/teaching. Similar set up noted around apprenticeships and capping within universities over the last decade. ACTION: Board members to forward any thoughts to Vari Anderson around Colleges of the Future.
15	Reserved Item: Commercially Sensitive **Scottish Funding Council Confirmed Performance Indicators 2024-25** The Board considered the paper, noting the increased data, work currently underway and scheduled for the summer period. Updates will follow at future LTSE committee meetings. The details could not be published due to being commercially sensitive. ACTION: Consideration for Board members to be involved with industry engagement.
	Matters for Noting / Information (No overviews required – questions invited)
16 16.1 16.2	**Risk Register Update** – Considered by ARC Commentary on SLC Strategic Risk Register Strategic Risk Register The Board noted the risk registers following remittance from the Audit and Risk Committee.
17	Reserved Item: Commercially Sensitive **Key Performance Indicators and Strategic Dashboard Update** The Board noted the collated information, details of which cannot be published as commercially sensitive.
18	**Governance Rolling Review** – Considered by ARC The Board noted the dynamic document and were advised that the review will be refreshed for the next academic period due to a few actions being no longer relevant
19	**Board Approvals Paper** – April -June 2026 The Board noted the paper with no questions raised.
20	**EIS-FELA Verbal Update** The Board noted the pension matter is nearing conclusion with a branch meeting taking place on Monday 22 June 2026. The Pay Award is going to ballot (EIS members) with a recommendation to accept the suggested 3year deal. Positive changes are acknowledged between Colleges Scotland and EIS.

	Committee Updates
21	Reports by Chairs of Committees
21.1	Audit and Risk (ARC)
21.2	Learning, Teaching and Student Experience (LTSE)
21.3	Finance and Resources (FRC)
21.4	People and Culture (PAC)
	The Chairs/Acting Chairs provided the Board with brief overviews.
25	**Summation of Actions and Date of Next Meeting (22 Sept 2026)** **<u>Approvals</u>** • Item 5 – Business Continuity Management Policy, subject to amendment. • Item 6 - Draft Budget 2026/27 (including Final Funding Allocation analysis), subject to 'Other Income' within section 5.5.1 being checked and amended (£656k noted as being lower than £655k). • Item 7 – Draft Mid-Year Return to Scottish Funding Council. • Item 8 – Procurement Policy and Procedure Review. • Item 9 – Procurement Strategy. • Item 10 – Estates and Infrastructure Approach. • Item 11 – Environmental Sustainability Policy. **<u>Actions</u>** • Item 5 – BCM Policy – Within page 11, '*Real Life Incidents – Procurement'* reference to be made to the Procurement Policy and Strategy. Noting that the ARC will have oversight of BIAs. • Item 6 – Draft Budget 2026/27 – 'Other Income' (Section 5.5.1) to be corrected. • Item 8 – Procurement Policy and Procedure Review – SLT to review procedures currently in place for tracking perishable items and other materials. Post holder staff names to be removed, noting job titles only. • Item 9 - Procurement Strategy – Consider how the college might support and promote the modernisation of APUC. • Item 11 – Environmental Sustainability Policy – amend formatting of diagram (on back page). • Item 13 – Chair's Update – Board to help articulate our evolvement of the College sector. • Item 14 – Principal's Update – Board members to send any thoughts on *Colleges of the Future* questions within the paper, onto VA. • Item 15 – Scottish Funding Council Confirmed Performance Indicators 2024/25 – Consideration for Board being involved in industry engagement.
26	**Any Other Business** JW expressed his sincere thanks for his fantastic 2 years as Student Association Vice President and the support he has received. TR extended her thanks during her tenure as Executive Board Member and Teaching Staff Representative. VA noted the Executive Team, and the Governance Professional will be working on Committee Workplans and Templates for the new academic year.

	DM expressed the value added by active Board members and raised the issue around the lack of responsiveness at times, with the request for consistent responses with any future requests. The Board Strategy event on Friday 26 June 2026 will consider diversification of income and the operating model. Lorna Johnston (Executive Director) of the Standards Commission will join the event. DM and HA are considering the structure of the event and will provide information including understanding the constraints and how we can progress. The Board are asked to come prepared and speak around re-emerging areas of opportunity. The Chair ended by thanking all members for their contributions over the year, noting the College's position as the top performing College for full time further education for the last 4 years. Meeting ended 1930

Key:

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

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	2025-2026 Annual Complaints Handling Report
CONSIDERED BY	Audit and Risk Committee Learning, Teaching and Student Experience Committee
REFERENCE	05.0
AUTHOR AND CONTACT DETAILS	Vari Anderson Vari.anderson@slc.ac.uk
PURPOSE:	To provide Board Members with an overview of the 2025/26 Annual Complaints Handling Report, and an update of the continuing governance of the complaints handling process
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: • Approve the Annual Complaints Handling Report • Note that it must published on the College website by November 2026.
RISK	• That the College does not meet its statutory requirements to publish the report within the required SPSO time scale.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• In 2025-2026, 26 complaints were received, this is an increase of 2 (8.3%) from 2024-25. • 77% (20) of complaints were handled at Stage 1, with only six complaints being considered at Stage 2. • The College achieved 96% compliance with published complaint response times. One complaint was considered late in terms of the SPSO's guidance due to an extension being granted due to the complexity of the complaint. • Analysis of complaint categories shows that Customer Care was the most common source of complaints, accounting for 13 of the 26 complaints received. • Complaint numbers have remained stable over the past three years. • A Lessons Learned and Actions to Improve plan has been created

1. INTRODUCTION

1.1. This paper provides an overview the 2025-2026 Annual Complaints Handling report and the continuing governance of the complaints handling process.

2 DISCUSSION

2.1 The College complies with the governance of the Scottish Public Service Ombudsman (SPSO), ensuring that all complaints are recorded and closed within the required time scale.

2.2 In addition, to publishing the four mandatory Key Performance Indicators, the College also provides reports on complaint trends and any actions taken to improve service delivery.

2.3 The College's Annual Complaints Handling Report for 2025-2026 must be approved and published by November 2026 to comply with statutory requirements.

2.4 In 2025-2026 academic year, 26 complaints were received, an increase of 2 complaints compared to the previous year. This represents an increase of 8.3%.

2.5 The College achieved 96% compliance with published complaint response times. One complaint was considered late in terms of the SPSO's guidance due to an extension being granted due to the complexity of the complaint.

2.6 Most of the complaints received were within the Customer Care category, which is a shift from previous year, where the majority were related to the Application to Progression category.

2.7 Ten areas of improvement were identified with progress being made to close these recommendations.

3 EQUALITIES

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

4 RISK AND ASSURANCE

4.1 The College does not deal with complaints within the time required by the SSPO procedures resulting in a poor experience for our learners and stakeholders.

4.1.1 **RECOMMENDATIONS**
4.1.2 Members are recommended to:
4.1.3 Approve the Annual Complaints Handling Report
4.1.4 Note that it must published on the College website by November 2026.

South Lanarkshire College

Annual Complaints Handling Report

Academic Year 2025-26

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1. Introduction

1.1 South Lanarkshire College (SLC) has adopted the Scottish Public Services Ombudsman (SPSO) Model Complaints Handing Procedure for Further Education Institutions, ensuring that all complaints are recorded, investigated, and concluded within the prescribed timescales.

1.2 There are four mandatory Key Performance Indicators (KPIs) applicable to further education institutions, which require formal reporting. These are:

- The total number of complaints received;
- The number and percentage of complaints at each stage that were closed in full within the set timescales of five and 20 working days.
- The average time in working days for a full responses to complaints at each stage
- The outcome of complaints at each stage

1.3 The complaint stages are:

- Stage One: for issues that are straightforward and require little to no investigation. These complaints are responded to within 5 working days.
- Stage Two: for issues that are more complex and require investigation or where the customer remains dissatisfied with a Stage 1 response. These complaints are responded to within 20 working days.
- Escalation to the Scottish Public Sector Ombudsman (SPSO) where the customer is dissatisfied with the Stage 2 response.

1.4 There are four complaints outcomes:

- Upheld (where the organisation is at fault)
- Not Upheld (where the organisation is not at fault)
- Partially Upheld (where some parts of the complaint are upheld and others are not) and;
- Resolved (when both the organisation and the customer agree what action (if any) will be taken to provide full and final resolution for the customer, without making a decision about whether the complaint is upheld or not upheld).

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1.5 In addition to publishing the four mandatory KPIs, the College also provides an overview on complaint trends and any actions taken to improve service delivery.

1.6 South Lanarkshire College reports quarterly to the Learning, Teaching and Student Experience (LTSE) sub-committee on the KPIs and analysis of the trends and outcomes of complaints. These reports are also published on the SLC website.

2. Academic Year 2025-26 Key Performance Indicators

2.1 Indicator One: Total Number of Complaints Received

Quarter	Complaints Received Stage 1	Complaints Received Stage 2	Total (and as a % of College Population)
Quarter 1	7	1	8 (0.20%)
Quarter 2	3	1	4 (0.10%)
Quarter 3	5	4	9 (0.225%)
Quarter 4	5	0	5 (0.125%)
Total	**20**	**6**	**26 (0.65%)**

2.1.1 During the reporting period, 26 complaints were received, representing 0.65% of the College population. Most complaints (77%) were handled at Stage 1, with only six complaints being considered at Stage 2. Complaint volumes peaked in Quarter 3, when

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9 complaints were received, including 4 Stage 2 complaints. Overall complaint volumes remain low when considered in the context of the College population.

2.2 **Indicator Two: Number and Percentage of Complaints at Each Stage that were closed in full within set timescales of five and 20 working days.**

Complaint Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Yearly Total	
Number of complaints closed at Stage 1 and % of total closed in full within the set timescales of five days.	7	100%	2	100%	5	100%	4	100%	18	100%
Number of complaints closed at Stage 1 and % of total closed in full within the set timescales of 10 days when an extension has been granted.			1	100%					1	100%
Number of complaints closed at Stage 2 and % of total closed in full within the set timescales of 20 days.	1	100%	0	0%	4	100%			5	83%
Number of complaints closed at Stage 2 after escalation and % of total closed in full within the set timescales of 20 days.							1	100%	1	100%
Total Complaints	8		3*		9		5		25	

2.2.1 The College achieved 96% compliance with published complaint response times. At Stage 1, 18 complaints were closed within the standard five-working day target. In addition, one Stage 1 complaint required an extension to allow for resolution. At Stage 2, five complaints were resolved within the 20-working day timeframe. *One complaint stage 2 complaint was considered late in terms of the SPSO's guidance due to an extension being granted due to the complexity of the complaint.

2.3 **Indicator Three: The average time in working days for a full response to complaints at each stage**

2.3.1

Complaint Stage	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Average time in working days to respond in full at stage 1	5 days	8 days*	6 days	4 days
Average time in working days to respond in full at stage 2	0	32 days**	20 days	0

* The figure is elevated due to one complaint being extended to allow the investigation to be concluded.

**This number is inflated due to a complex complaint which was lodged in November. On the morning the complaint was due for a response, the customer submitted additional information that required further investigation. Due to the Christmas break, enquiries could not be made until January.

2.4 **Indicator Four: The outcome of complaints at each stage**

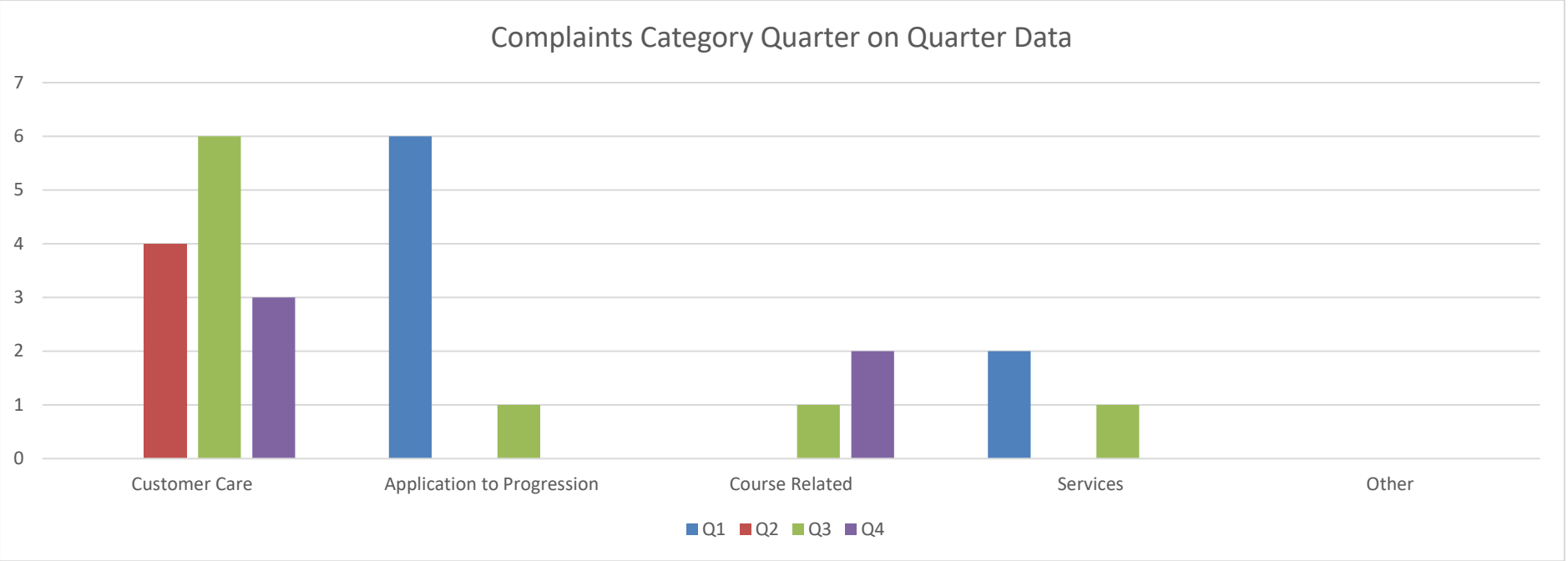
Complaint Indicator	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Yearly Total	
Number and % of complaints **resolved** at **Stage 1**			2	50%					2	7.69%
Number and % of complaints **partially upheld** at **Stage 1**					1	11.11%			1	3.85%
Number and % of complaints **upheld** at **Stage 1**	1	12.5%			3	33.33%	1	20%	5	19.23%
Number and % of complaints **not upheld** at **Stage 1**	6	75%			1	11.11%	3	70%	10	38.46%
Number and % of complaints **resolved** at **Stage 2**										

Number and % of complaints **partially upheld** at **Stage 2**			1	25%	3	33.33%			4	15.38%
Number and % of complaints **upheld** at **Stage 2**										
Number and % of complaints **not upheld** at **Stage 2**	1	12.5%	1	25%	1	11.11%			3	11.54%
Number and % of complaints **resolved** at **Stage 2 after escalation**										
Number and % of complaints **partially upheld** at **Stage 2 after escalation**										
Number and % of complaints **upheld** at **Stage 2 after escalation**							1	20%	1	3.85%
Number and % of complaints **not upheld** at **Stage 2 after escalation**										
Total	8	100%	4	100%	9	100%	4	100%	26	100%

3. Trends and Lessons Learned

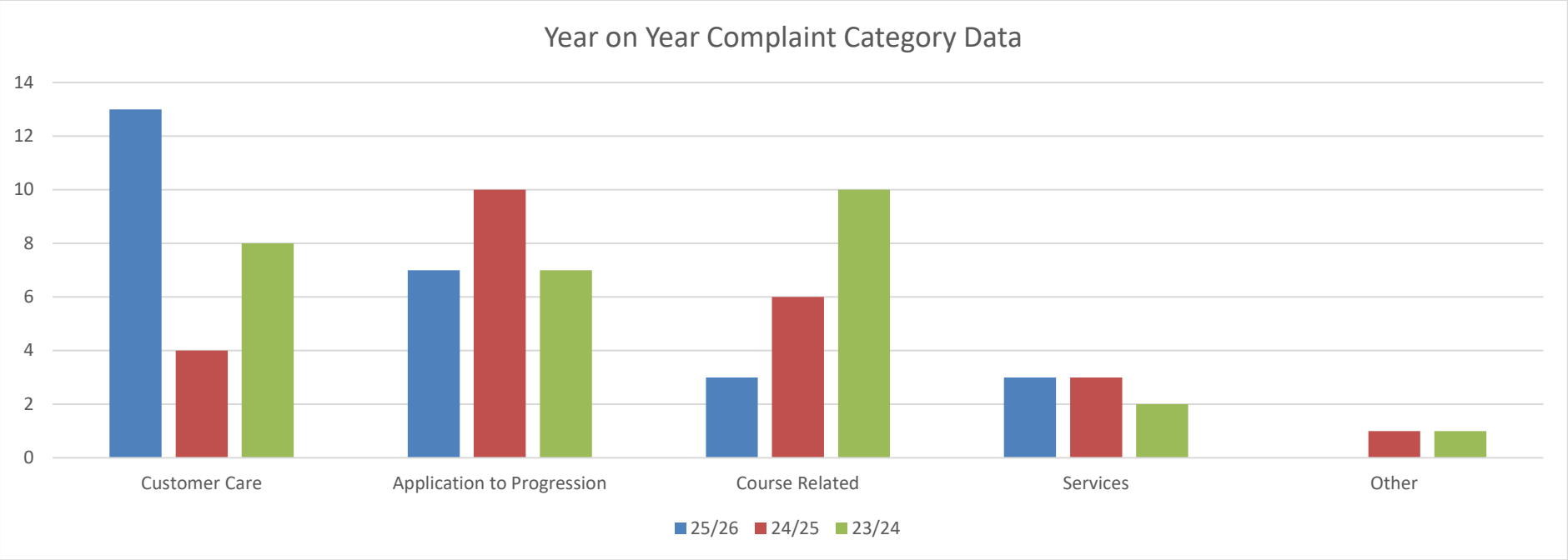
3.1 Total Complaints Quarter and Quarter Data

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3.1.1 Analysis of complaint categories shows that Customer Care was the most common source of complaints during the year, accounting for 13 of the 26 complaints received. Application to Progression complaints were primarily concentrated in Quarter 1 which aligns with the start of the academic year. Similarly, Course Related complaints increased in Quarters 3 and 4 suggesting a greater focus on academic and learning issues as the year progressed.

3.2



3.2.1 Complaint volumes have remained stable over the past three years. In 2023/24, 28 complaints were received, this number decreased to 24 in 2024/25 before rising again in 2025/6 to 26. Customer care complaints have more than tripled since 2024/25 and this category now accounts for 50% of all complaints received in 2025/26. Following analysis of complaints, a new complaint category will be introduced for 2026-27 for 'Staff Conduct' allowing the College to distinguish complaints relating to staff behaviour from wider customer care issues.

4. Lessons Learned and Actions to Improve

4.1 Where appropriate, the College captures lessons learned and implements actions to support continuous improvement. Ten improvement areas were identified within the quarterly reports, and the corresponding target dates and progress updates are provided below.

Category of Complaint	Actions to Improve	Lead	Target Date/Progress Update
Customer Care	Head of Curriculum to arrange for member of staff to complete CPD in classroom management	Head of Curriculum	Complete.
Customer Care	Staff to be reminded when contacting students that it is best practice to use Teams call function.	Head of Curriculum	Complete.
Customer Care	Staff to uphold consistently professional standards even in challenging situations	Head of Curriculum	Complete.
Customer Care	Staff to be reminded in the value of reflective practice	Head of Curriculum	Complete
Customer Care	Staff to be recognise the impact of behaviour on student experience – students interpret staff behaviour as representative of College's values	Head of Curriculum	Complete
Customer Care	Need for clear expectations and regular training	Head of Curriculum	Ongoing
Application to Progression	Wording on 'welcome interview' e-mail to be updated to provide clarity	CQMs	Complete.
Course Related – Fees	Clearer Fee Communication Process – students will be encouraged at enrolment to seek guidance from the Student Fees Team to confirm the correct fee level for their programme. Lecturing staff will be expected to signpost students to the Student Fees Team, particularly where a learner on a PTFG structure considers taking on additional units that may increase their total fee liability beyond the full-time rate.	Lecturing Staff	Start of academic sessions

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Course Related – Fees	College to undertake a review of its website to ensure that tuition fee information is transparent, consistent and easily accessible.	CQMs, Finance Dept	Start of academic sessions
Customer Care	New complaint category to be introduced for academic year 26-27 for 'staff conduct'	Complaints Handler	Complete.

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BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Self-Evaluation Report and Board Development Plan 2026-27
REFERENCE	06.0
AUTHOR AND CONTACT DETAILS	Vari Anderson Vari.anderson@slc.ac.uk
PURPOSE:	To provide the Board with feedback on the outcomes of the recent Board self-evaluation process and to present the Board Development Plan for 2026-27, which will support and complement the ongoing governance rolling review.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: • Note the feedback provided by Board members regarding Board effectiveness • Approve the contents of the Board Development Plan
RISK	The College may be unable to demonstrate compliance with Section D of the Code of Good Governance for Scotland's Colleges if effective arrangements for Board self-evaluation are not in place.
RELEVANT STRATEGIC AIM:	• Growth and Innovation • Sustainability • People and Culture Development • The Student Experience
SUMMARY OF REPORT:	• The Board Self-Evaluation Report outlines progress made in implementing governance-related Internal Audit recommendations and actions arising from Governance Effectiveness Reviews. • Feedback is provided following the Chair's one to one discussions with members, the Senior Independent Member's discussions and survey results along with the overall Board self-evaluation. • Board committee self-evaluations have been incorporated into the report. • Following review of all evidence gathered, a Board Development Plan for 2026-27 has been developed to support continuous improvement. The Plan will complement the Governance Rolling Review, with progress updates reported regularly to the Audit and Risk Committee.

1. INTRODUCTION

1.1. The Code of Good Governance for Scotland's Colleges states that '*the board must keep its effectiveness under annual review and have in place a robust self-evaluation process*."

1.2. In 2025, the College appointed Henderson Loggie to undertake a review of governance process as part of the Internal Audit plan. This review resulted in a number of recommendations aimed at strengthening governance arrangements. Later in the year, the College also underwent an external Governance Effectiveness Review (GER) which identified additional recommendations for improvement. The 2025-26 Board Self-Evaluation Report provides an update on the progress made in implementing the recommendations arising from both reviews.

1.3. In Spring 2025, the Board of Management undertook a comprehensive self-evaluation exercise. This involved individual meetings between Board members and both the Chair of the Board of Management and the Senior Independent Member, together with the completion of a confidential self-evaluation questionnaire based on the key principles of the Code of Good Governance for Scotland's Colleges. The feedback received highlighted a range of governance strengths and examples of good practice, while also identifying opportunities for further development and continuous improvement.

1.4. The response and feedback from Board members have been analysed and a Board Development Plan has been developed for academic year 2026-27. In previous years, South Lanarkshire College has not operated with a standalone Development Plan, instead using the Governance Rolling Review as a measure of the Board's governance effectiveness. This Development Plan will not replace the Rolling Review; rather, it will complement it by identifying the Board's key areas of focus for the next 12 months.

2 RISK AND ASSURANCE

2.1 The College may be unable to demonstrate compliance with Section D of the Code of Good Governance for Scotland's Colleges if effective arrangements for Board self-evaluation are not in place.

3 RECOMMENDATIONS

3.1 Members are asked to:

3.1.1 Note the feedback provided by Board members regarding Board effectiveness.

3.1.2 Approve the contents of the Board Development Plan.

South Lanarkshire College

Self-Evaluation Report 2026 and Board Development Plan 2026-27

South Lanarkshire College
East Kilbride

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Introduction

1. The Code of Good Governance for Scotland's Colleges outlines the standards of governance that are expected of boards in the college sector. Section D24 of the Code requires the Board of Management to "keep its effectiveness under annual review and have in place a robust self-evaluation process".
2. In Spring 2026, South Lanarkshire College undertook a self-evaluation exercise requiring Members of the Board to complete a confidential self-evaluation questionnaire which is structured around the key principles of the Code:
    - Leadership and Strategy
    - Quality of the Student Experience
    - Accountability
    - Effectiveness
    - Relationships and Collaboration
3. Board members' responses to these statements, along with any comments, identified areas of good governance and strengths of the Board, as well as areas for development.
4. A five-point Likert scale ranging from 'strongly agree' to 'strongly disagree' has been introduced, along with free-text fields to allow Board Members to express their views more fully.
5. In April/May 2026, Board members met individually with the Senior Independent Member to discuss the performance of the Chair of the Board. Before these meetings, each Board member completed a Chair Evaluation survey to support and inform discussions.
6. Responses from Board members provide insight into areas of effective governance and the Board's key strengths, while also identifying opportunities for improvement.

Background

Effective governance is a key priority for the College and forms the foundation of our approach to leadership, accountability and continuous improvement.

The Board of Management is committed to continuous improvement and, over the past two years, has commissioned an internal audit of corporate governance and completed its Governance Effectiveness Review. Both exercises provided valuable feedback, which the Board has carefully considered and implemented to ensure it continues to deliver effective and robust governance.

Internal Audit

As part of the College's 2024/25 Internal Audit Programme, Henderson Loggie were commissioned to review the College's governance structures. The review confirmed that the College has effective mechanisms in place to maintain ongoing oversight of governance. It also identified several areas for improvement, all of which the College has carefully considered and, where appropriate, implemented. The recommendations are summarised below along with the actions taken by the College:

Recommendation 1 – Advance warning of any specific agenda items where a particular perspective is being sought.

- Prior to each Committee meeting, the executive lead meets with the Committee Chair to review the agenda and provide additional context on the papers. In general, the College does not require a particular perspective. However, should a situation arise where support is needed, the Governance Professional and executive lead would fully support the individual in advance of the meeting.

Recommendation 2 – Board to consider mapping the ongoing and planned projects with local, regional and national priorities and defining performance metrics as part of the strategic planning process.

- In preparation for launching the 2030 Strategy, the College held a series of strategy-building workshops beginning in 2023. These sessions covered Labour Market Intelligence, sector and financial analysis and a strategic review of national policies and reforms.
- The College is currently developing a strategic dashboard. At the time of writing, the dashboard has not yet been implemented however KPI updates have been provided at both Committee and Board level.

Recommendation 3 – For subcommittee Chair's to invite Board members from other Board sub committees to attend their meetings.

- Board members are aware that they may attend and observe the meetings of any other Committee, with the exception of the Audit and Risk Committee. Attendance at ARC is also welcomed however members must seek prior approval from the Committee Chair.
- Each Committee's terms of reference promotes cross-Committee engagement, and on previous occasions Committees have met jointly to consider specific agenda for example – the Artificial Intelligence Policy.
- As part of the Board induction, new members are advised that they are encouraged to observe other Committee meetings, with the exception of ARC, which requires prior permission from the Chair.

Recommendation 4 – College to conduct an annual self-evaluation exercise to assess partnership activity.

- At present, the College has a limited range of formal partnership activity, primarily involving South Lanarkshire Council and local employers. The executive team notes that prior to progressing this recommendation, there is an interim stage focused on potential partnership opportunities and pipeline development.

Recommendation 5 – Development of tailored induction to prepare new members for their role on Board sub-committees

- The Board Induction was refreshed in 2025 to strengthen support for new members. All new Board members are invited to participate in the induction programme with the Governance Professional, meet with the Committee's executive lead and Committee Chair, and have introductory meetings with the Principal and the Chair of the Board of Management.

- A Board Induction Hub has been created on the Board Teams page with bite-sized presentations both for new members and as a refresher for current members.

Recommendation 6 – To align the oversight of specific strategic risks to individual subcommittees with discussions on mitigations to feed into the Audit and Risk Committee and Board considerations of the Strategic Risk Register.

- The College recognises the Board's recent focus on risk. Each Board and Committee paper includes a dedicated section outlining the specific risks associated with the matter being presented.
- Additional sessions on risk will be delivered at the beginning of the next academic year to further strengthen understanding and oversight.
- It was suggested that Committees could assume oversight of the risks relevant to their specific areas of business. However, due to the timing of the Committee cycle, any committee-driven updates could not be incorporated into the risk register until the subsequent meeting, resulting in the register becoming outdated in the interim.

The full report can be found here.

Governance Effectiveness Review

In July 2025, South Lanarkshire College was designated a Regional College. Around this time, the College Development Network were appointed to conduct the College's Governance Effectiveness Review. The final report was received in September 2025 and included two recommendations focusing on building the Board team and producing more concise Board and Committee papers. Both recommendations have since been implemented, with details outlined below.

Recommendation 1: Building the Board Team

- In respect that half of the members have joined in the last 18 months it was suggested that the College creates space for members to get to know one another. Following the December 2025 Board meeting, the College hosted a Christmas lunch in the Study Training Restaurant, providing an informal opportunity for members to build relationships. Additionally, time is available before Board and Committee meetings, as well as at Board Training and Development days, to encourage further interaction.
- The Board induction programme has been updated to include information on strategy formation.

Board and Committee Papers

- The Principal and executive team have been working on Board and Committee papers to ensure they are concise. Work is ongoing to streamline access to documents by incorporating hyperlinks to supporting materials to reduce the volume of papers in the meeting pack.

The full report can be found here.

2025-26 Self-Evaluation Process

Chair's One to One Discussion Feedback

Throughout the academic year, individual discussions were held between the Chair of the Board of Management and Board members to better understand their experience of serving on the Board, the extent to which they feel able to contribute effectively, and their views on the strengths, opportunities for improvement, and potential future areas of focus for the College and its governance.

The discussions reflected a generally positive view of the direction of travel, the functioning of the Board, and the progress made by the College. They also highlighted a number of recurring themes worthy of further consideration.

Strengths and Positive Feedback

Board culture, governance and effectiveness

Members consistently described the Board as well run, professional and operating at a high level. There was strong recognition of the significant progress made in recent years and of the College's transition from a period of considerable challenge towards greater stability.

A recurring theme was the positive culture within the Board. Members described feeling welcome, listened to and supported, with a good mix of experience, enthusiasm and professional expertise represented around the table. Several members commented positively on the level of trust between the Board and the management team.

Members also welcomed the continued strengthening of systems, processes and procedures and recognised the considerable foundational work undertaken in areas including governance, data, business continuity, finance and organisational systems.

The contribution of the Chair, Vice Chair, Governance Professional and other Board colleagues was frequently recognised positively. Members valued the responsiveness and support available to them and felt that this contributed to their confidence in fulfilling their roles.

Growing engagement and confidence

Several newer Board members reported becoming progressively more engaged and confident as their experience developed. Members described beginning to see patterns emerge, gaining a better understanding of the College and sector, and feeling increasingly comfortable offering challenge and contributing to discussion.

Board development activity was viewed positively, particularly training relating to governance, audit and risk. Members welcomed opportunities to deepen their understanding of their fiduciary responsibilities and the wider college sector.

Connection with the College, staff and students

Members spoke very positively about the College environment and the opportunity to engage directly with students. Experiences including student presentations, breakfasts and other engagement activities were particularly valued.

Student representatives were viewed very positively, and there was strong support for further strengthening the student voice and creating additional opportunities for Board members to hear directly from a broader range of students.

Appetite to contribute beyond formal meetings

A consistent theme was the desire of members to contribute more extensively beyond formal Board and committee meetings. Members expressed interest in supporting:

- partnership development;
- mentoring and employability;
- finance and resources;
- audit and risk;
- equality, diversity and inclusion;
- digital transformation;
- health and safety;
- innovation;
- staff and student engagement; and
- strategic development of the College's future business model.

Several members indicated that they would welcome more opportunities to use their professional expertise, networks and, where available, employer supported volunteering time for the benefit of the College.

Opportunities for Improvement

Ensuring Board members can clearly identify how they add value

A more explicit mapping of Board members' skills, experience, networks and interests could assist in identifying opportunities for contribution and ensure the College makes maximum use of the considerable capability available across the Board.

Board papers, information and decision making

While Board papers were generally considered well ordered and meetings well structured, the volume of documentation was highlighted by some members, particularly those new to the sector.

There were also concerns that, on occasion, information presented to the Board may not fully reflect the lived experience of staff or operational reality across the College. Members stressed the importance of ensuring that Board reporting provides an authentic and balanced picture, including areas of challenge or concern.

There is also interest in better understanding the College's decision-making processes, including how significant decisions are developed, tested and approved.

Confidence to provide constructive challenge

Several members expressed a desire to become more challenging and constructive in meetings. While members generally felt confident and supported, some acknowledged that they could occasionally feel intimidated by the depth of knowledge or experience of other colleagues.

Continued Board development, informal opportunities for members to share experiences, and further support for newer members may help build confidence and encourage a culture of appropriately robust challenge.

It is equally important that challenge within committees and the Board remains constructive, proportionate and focused on improving outcomes.

In addition to the improvement opportunities outlined above, the Board raised a small number of operational matters that are not reflected in this report as they were not considered relevant to its scope. These matters have, however, been fed back to the Executive Team for consideration.

Potential Areas of Future Focus

Strategic evolution and future business model

There was considerable interest in the future strategic direction of the College and how its business model might evolve in response to ongoing financial and sectoral pressures.

Areas of interest included partnership development, innovation, alternative income generation and consideration of how the College can best deploy its assets, expertise and relationships.

Financial sustainability and financial confidence

Finance was a recurring theme throughout the discussions. Some members expressed a desire for greater support in developing their financial understanding, while others were keen to contribute more directly to financial oversight.

Further Board development relating to college finance and opportunities to explore key financial challenges in greater depth may therefore be beneficial.

Risk, audit and assurance

Members showed strong interest in understanding risk in greater detail and in contributing to the continued development of the College's approach to risk management.

There was particular interest in linking Board member expertise with ongoing audit and risk work and in ensuring that members have appropriate confidence in the relationship between strategic objectives, operational realities, risk and assurance.

Staff and student voice

There was strong support for increasing opportunities for Board members to engage directly with staff and students.

Members expressed interest in using their experience to support students more directly, particularly in mentoring, employment and career development.

There may be an opportunity to convene those Board members with an interest in employment and employability to explore how their collective networks and expertise could complement existing College activity.

Partnership development and external engagement

Several members expressed an interest in supporting the development of external partnerships and making greater use of their own professional networks.

There may be value in developing a more structured approach to identifying where individual members can act as ambassadors, connectors or sources of strategic advice, while respecting the distinction between governance and operational responsibilities.

Digital experience and the paperless College

Digital transformation emerged as an area of specific interest. Members were keen to better understand the experience of digital systems from the perspective of both staff and students and to consider opportunities for improving efficiency and reducing unnecessary paper use.

There was support for the concept of a more ambitious "paperless College" approach, encompassing printing, paper consumption, administrative processes and digital user experience.

Equality, diversity and inclusion

Equality, diversity and inclusion remains an important area of interest for members, with a desire to contribute further where appropriate.

Members also highlighted the importance of responding to emerging issues affecting students, including gender based violence in online environments, poverty, housing insecurity and wider pressures on wellbeing.

Chair's Summary

The Chair's assessment from the one to one discussions is that the Board is functioning well and has continued to develop positively over the course of the academic year. Members are generally engaged, supportive of one another and increasingly confident in offering constructive challenge. There is a strong sense of shared commitment to the College and a genuine desire from members to contribute meaningfully to its future success.

A notable theme was the willingness of Board members to contribute beyond their formal governance role. The discussions have highlighted a number of areas where continued focus would be beneficial. A recurring theme throughout the discussions has been the importance of connection. Connection between the Board and the wider College community; between senior leaders and staff; between strategy and operational reality; and between the individual strengths of Board members and the future needs of the College.

The Chair is of the view that the Board has made considerable progress and now operates from a position of greater stability, confidence and maturity. The challenge for the year ahead

is therefore not simply to maintain effective governance, but to build on that progress by ensuring that the Board remains informed, visible, constructively challenging and closely connected to the people and communities the College exists to serve.

Chair's Performance Evaluation

During April and May 2026, the Senior Independent Member of the Board of Management undertook a series of 45-minute interviews with all current Board members to evaluate the Chair's effectiveness over the previous 12 months. These discussions were informed by a survey circulated to members in advance. The survey questions are set out in Appendix 1.

The feedback from Board members regarding the Chair's effectiveness over the past 12 months was overwhelmingly positive for all questions, with 100% of respondents stating that they were 'very satisfied' with the Chair's performance.

Based on both the interviews and survey sent to members the Chair has clearly demonstrated exceptional leadership and dedication to the role, positively impacting not just the Board but the overall college community. He was noted in the interviews as being extremely well-informed about the College, overall sector and wider tertiary education in Scotland, whilst also being "very well prepared for meetings" and "setting the scene well for an open discussion".

The Chair's expertise has played a crucial role in navigating the evolving further education landscape and playing a key role in the launch of the College strategy in 2025 with his "big picture thinking", as described by a Board member. This leadership has helped ensure that South Lanarkshire College remains an outstanding college for learning and teaching and an anchor in the community.

The Chair's passion for education and student success is evident through proactive initiatives and strategic planning, fostering an environment where both students and staff can thrive. As a strong communicator, he excels in articulating complex ideas clearly and persuasively. This skill has strengthened relationships within and beyond the college, facilitating effective dialogue and collaboration with key stakeholders; with many Board members praising him for his "excellent listening skills".

Based on interviews he was also noted as having a measured and calm approach, effectively managing challenges and differing opinions well, with one Board member stating "he makes me feel comfortable speaking up in meetings". His articulate approach ensures that decision-making processes are inclusive and thoughtful with a clear outcome or actions. A notable strength is the encouragement of open dialogue in meetings, actively inviting colleagues to contribute. This has created a culture of inclusivity and innovation, allowing diverse perspectives to inform strategic decisions.

The Chair has also cultivated an excellent relationship with Stella McManus (Principal) and the Senior Management Team, clearly aligning on key strategic goals and priorities. Through mutual respect and cooperation, he has driven forward the college's vision with cohesion and purpose.

Above all, it is clearly evident to Board members that the Chair wants the College to succeed and thrive and is committed to the role fully. His strategic foresight and dedication are evident throughout Board discussions.

Four minor points which were raised by some Board members, which perhaps relate more to the Board structure rather than the Chair specifically, include;

1) More specific discussions focussed solely on the strategic direction of the College, as Board meetings can be cyclical and have very packed agendas. This means that sometimes there is not enough dedicated time for in-depth strategic discussions on a particular topic i.e. a specific focussed session on income diversification or curriculum transformation. Please note that at the time of writing a meeting has been scheduled for June 2026 to address income diversification.
2) Utilising Board members knowledge, experience and connections more out-with Board meetings i.e. Board members providing Industry introductions to lecturers or being a guest speaker at a lecture. Please note that at the time of writing this is also being discussed by the Board and actions have started to emerge following discussions such as an industry contact spreadsheet.
3) A closer link and more regular updates between the Board and staff i.e. top-line updates from the Chair to staff on a regular basis or a ‘meet the Board’ coffee morning informal discussion
4) Streamlined Board packs i.e. top headline information only with links to further reports/ appendices/ interactive dashboards should the Board wish to explore these further

These are matters which will be included in the Board Development Plan for 2026-27.

Overall, the Chair of the Board of Management at South Lanarkshire College has made significant positive impacts over the past year and is very well respected by his peers. His informed leadership, effective communication, and unwavering commitment continue to inspire confidence and progress within the Board and wider college community.

Board Self-Evaluation

The Board operational effectiveness survey asked members to provide feedback on specific aspects of Board operations along with offering the opportunity for Board members to reflect on Board activity and identify development needs for the coming 12 months. Seventeen Board members responded to the survey, while two did not take part. It being noted that one member who did not respond is currently on maternity leave. Appendix 2 contains the questionnaire.

1. Members are asked to consider:



The Board were asked to identify developments they would like to see over the next year. The suggestions raised reflected a number of common themes, including:

- Supporting income diversification
- College engagement
- Stakeholder engagement
- Strategic focus
- Environmental sustainability

Feedback from the survey has been collated, and a development plan has been established to guide the College's progress over the coming year.

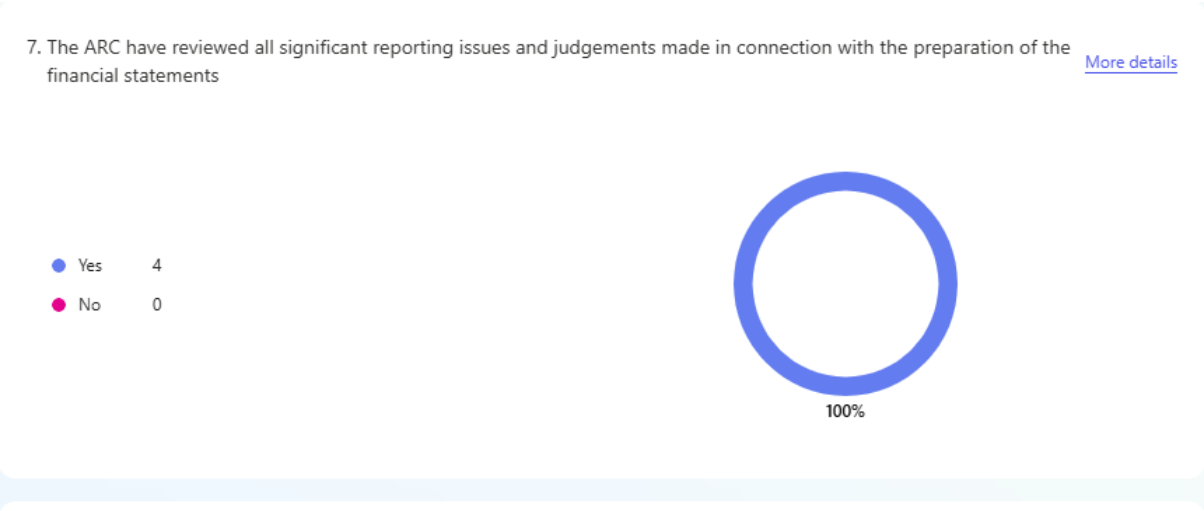
The Board were invited to add any comments, favourable or otherwise, which they would like brought to the attention of Management or the Governance Professional. Overall, feedback on the Board is highly positive, highlighting its professionalism, strong organisation, and effective leadership. Members value the diverse mix of skills and perspectives, alongside a

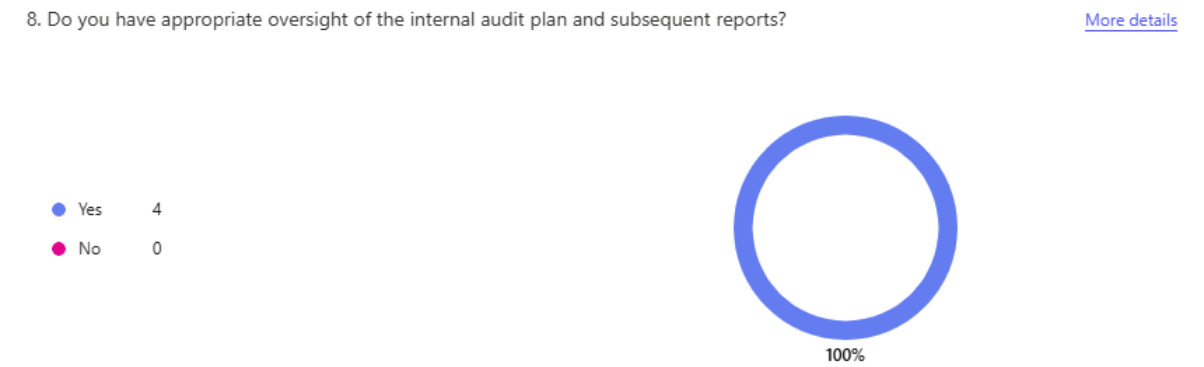
clear shared commitment to the College's success. The support provided by the Principalship and Governance Professional is particularly recognised, with strong working relationships noted across the Board and management team.
There is a strong sense of pride and enjoyment among members, with newer members in particular noting the visible energy and commitment to continuous improvement. While no significant concerns were raised, there was a suggestion to strengthen links between the Board and wider staff through increased informal engagement and opportunities for staff to contribute directly to Board discussions.

Audit and Risk Committee Evaluation

The Audit and Risk Committee uses the Scottish Government Audit and Assurance Committee Handbook as a framework to support its assurance role. The Committee undertook a self-evaluation exercise, with all members confirming that their roles and responsibilities are clearly defined and that they are able to contribute effectively to committee decisions. Members agreed that the Committee addresses its responsibilities, as set out in the Terms of Reference, very effectively and that meetings are productive and result in clear, actionable outcomes.

In providing assurance, the Committee also confirmed that it has reviewed all significant reporting issues and key judgements relating to the preparation of the financial statements, and that it has appropriate oversight of the internal audit plan and the resulting reports.





Additional comments and feedback were sought, with respondents noting that the Audit and Risk Committee operates well and provides an appropriate level of scrutiny, challenge, and rigour on behalf of the College.

The survey questions can be found at Appendix 3.

Sub-Committee Self Evaluation

A survey of the SLC Committees and evaluation of Committee Chairs was circulated alongside the Board's operational effectiveness survey. Appendix 4 contains the survey.

Learning Teaching and Student Experience Committee Feedback

The Committee agreed that its leadership is highly effective, with the Chair demonstrating strong preparation and skilled facilitation. The Committee also agreed that meetings are well-structured, with adherence to the agenda resulting in clear, actionable outcomes. Furthermore, the Committee considers itself to be highly effective in fulfilling its responsibilities as outlined in its Terms of Reference.

Finance and Resources Committee

The Committee agreed that the Chair promotes active participation and open discussion during meetings, demonstrating very effective leadership. It was also agreed that the Chair manages differing perspectives and viewpoints effectively. The Committee follows its agenda, with discussions leading to clear action points, and fulfils its responsibilities as set out in the Terms of Reference.

People and Culture Committee

The Committee was of the view that it effectively fulfils its responsibilities as outlined in the Terms of Reference. It is led by a Chair who is well prepared for meetings and encourages contributions from all members. The Committee also suggested that future meetings would benefit from deeper, focused discussions on specific areas within its remit.

Self-Evaluation Summary

The Board self-evaluation has provided assurance that the Board continues to operate effectively and that robust governance arrangements are in place. The evaluation highlighted a committed, engaged and ambitious Board that is focused on supporting the College's ongoing success and long-term sustainability. Looking ahead, members are keen to build on the progress already achieved, further strengthen their contribution, and continue working collaboratively with the Executive Team and stakeholders to help shape and deliver the College's strategic ambitions for the future.

Thank you to all members for their open and constructive participation in the self-evaluation process. The thoughtful feedback provided demonstrates a collective commitment to continuous improvement.

Development Plan 2026-27

In previous years, South Lanarkshire College has not operated with a standalone Development Plan, instead using the Governance Rolling Review as a measure of the Board's governance effectiveness. This Development Plan will not replace the Rolling Review; rather, it will complement it by identifying the Board's key areas of focus for the next 12 months. The Rolling Review will continue as a dynamic document, closely aligned with the Code of Good Governance for Scotland's Colleges.

This Development Plan has been developed based on feedback received from Board Members through the various self-evaluation processes.

Developmental Action	How we achieve this
Support Income Diversification Undertake further strategic work to support income diversification by identifying new revenue streams, strengthening partnerships, and exploring commercial opportunities.	• Income and Diversification Strategy Day held on 26 June 2026. • Income and Diversification Quarterly Update considered at FRC.
College Engagement Encourage and enable Board Members to engage more actively in College life beyond the formal committee cycle by participating in events, visiting campus activities, and interacting with staff and students, thereby strengthening relationships, enhancing visibility, and deepening understanding of the College community.	• Informal 'coffee and chat' after Board training/strategy days • Continuation of invitations to campus events • Student Question Time event • Class talks arranged through Governance Professional
Stakeholder Engagement Develop and implement a strategy to widen stakeholder engagement by proactively identifying and building relationships with key partners, including employers, community organisations and alumni to enhance collaboration. Explicit mapping of Board members' skills, experience, networks and interests	• Board network/industry links requested via e-mail in June. Spreadsheet available for updating on Teams portal.
Strategic Focus Allocate dedicated time within Board/Committee meetings for strategic deep-dive discussions, including consideration of the College's future operating model, to support informed decision making and focus on long-term priorities.	• Ongoing work on Committee workplans to create dedicated time for deep dives • Possible participation in governance research with focus on workshops/focus groups
Environmental Sustainability Advance the College's sustainability agenda by developing and overseeing a clear pathway towards achieving zero energy bill status.	• Work of the CCAT with reports being produced to the Board.
Board Papers Introduce streamlined Board/Committee packs focused on key headline information,	• Template work ongoing to streamline papers

supported by links to detailed reports, appendices and dashboards, enabling Members to access further detail as required while maintaining a concise and strategic focus.	• Executive team to train report authors
Board Training Opportunities Deliver a programme of Board development activities focused on college finance, risk management and effective governance challenge, including deeper exploration of key financial and strategic risks	• Constructive questioning skills training is scheduled for 21 August 2026. • Chairing skills workshop scheduled for 21 August 2026 • Risk session to be facilitated in November with Henderson Loggie

Appendix 1 – Chair Evaluation Survey

Board of Management Chair Evaluation 2026 Survey Questions

1. Does the Chair provide clear leadership and set an appropriate tone for the Board?
2. Does the Chair encourage full participation from all Board members?
3. Does the Chair manage differing opinions constructively?
4. Is the Chair effective at keeping discussions focused and on track?
5. Does the Chair help the Board maintain a strong focus on strategy rather than operational detail?
6. Does the Chair ensure adequate time for strategic issues during meetings?
7. Does the Chair ensure the Board follows good governance practices?
8. How effectively does the Chair serve as a liaison between the Board and management?
9. How well does the Chair foster an inclusive and respectful Board culture?
10. Does the Chair communicate clearly and transparently with the Board?
11. Does the Chair ensure that all Board Members are heard and valued?
12. Is the Chair effective at guiding the Board toward well-informed decisions?
13. Does the Chair ensure decisions are made in a timely yet considered manner?
14. Overall, how satisfied are you with the Chair's performance?
15. What are the Chair's greatest strengths?
16. In which areas could the Chair improve to enhance Board effectiveness?

Appendix 2 - Board Self Evaluation Questionnaire

Using a Likert scale, members were asked to respond to the questions below, selecting from: ‘Strongly Agree’, ‘Agree’, ‘Neutral’, ‘Disagree’, and ‘Strongly Disagree’.

1. The Board has set out clear strategic priorities and aims
2. The Board understands and demonstrates the College values
3. The Board operates according to the Nine Principles of Public Life
4. Staff members are active at Board level
5. The Board and its Committees prioritise the opinions/views of students
6. The Board publishes high quality Annual Reports
7. Funds are planned and used economically, efficiently and effectively
8. The Board Chair promotes open discussion on strategic matters
9. The Board has an appropriate mix of skills and works well as a team
10. The Principal/Executive Team are clearly accountable to the Board
11. Board effectiveness is regularly reviewed
12. The Board effectively engages with stakeholders and community partners
13. Learning provision is relevant to industry needs
14. The mechanisms for ensuring good governance are effective
15. The Board have suitable access to the Governance Professional

Further to these questions, the Board were allowed the opportunity to expand their opinions using the following questions.

1. What have we done well over the last 12 months?
2. What developments would you like to see over the next year?
3. Is there any additional support which the College can provide to help you conduct your board role?
4. Are the Board papers issued timeously and in an accessible format or are there areas which could be improved?
5. Are there any other comments, favourable or otherwise which you would like brought to the attention of Management or the Governance Professional?

Appendix 3 – ARC Self Evaluation

1. Are the roles and responsibilities of the committee clearly defined?
2. Do you feel you have adequate input into committee decisions?
3. How effectively does the committee address its responsibilities as outlined in the Terms of Reference?
4. Are meetings productive and do they lead to actionable outcomes?
5. Is the information you receive from the executive team relevant, accurate, clear, timely etc?
6. Does the committee have the right mix of skills to fulfil its responsibilities?
7. The ARC have reviewed all significant reporting issues and judgements made in connection with the preparation of the financial statements – Yes/No
8. Do you have appropriate oversight of the internal audit plan and subsequent reports?
9. Are there opportunities for members to receive training or support to enhance their skills?
10. Any other comments/feedback.

Appendix 4 – Chair/Committee Evaluation Questionnaire

1. How effective is the Committee's leadership?
2. The Committee adheres to its agenda during meetings? T/F
3. Is the Committee Chair well prepared for Committee meetings? Y/N
4. Does the Committee Chair encourage active participation and sharing of opinions during Committee meetings? Y/N
5. Is the Committee Chair a skilled facilitator who can effectively manage varying perspectives and points of view? Y/N
6. How effectively doe the committee address its responsibilities as outlined in the Terms of Reference?
7. Are meetings productive and do they lead to actionable outcomes? Y/N
8. Any additional comments

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Cover Page - Student Association Constitution and Appendices
REFERENCE	Agenda Item 07a
AUTHOR AND CONTACT DETAILS	Hayley Mullen, Student President Hayley.mullen@slc.ac.uk
PURPOSE:	To seek Board endorsement of the revised Student Association Constitution 2026-2031 prior to its implementation and approval through the College's governance arrangements. The revised Constitution reflects the five-year review of the Students' Association governance framework and ensures continued compliance with legislative requirements and current practice.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • Consider and endorse the revised Student Association Constitution 2026-2031. • Note that the Constitution has been updated to improve clarity, accessibility and governance arrangements. • Note that the Constitution supports effective student representation and compliance with the Education Act 1994 and Post-16 Education (Scotland) Act requirements
RISK	• Failure to maintain an up-to-date Constitution could result in governance arrangements that are no longer aligned to legislation, College policy, or current Student Association practice. Approval of the revised Constitution mitigates these risks by providing a clear framework for representation, elections, governance, finance and accountability.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation
SUMMARY OF REPORT:	The revised Student Association Constitution sets out the governance framework for the Students' Association for the period 2026-2031. It defines the Association's aims and objectives, membership arrangements, election procedures, executive committee structure, meetings, finance and accountability arrangements, complaints procedures and constitutional review requirements. The Constitution reinforces the Students' Association's role as the representative voice of students and ensures compliance with relevant legislative

	requirements while supporting effective partnership working between the Students' Association and the College.

One College.
One Community.
Focused on you.

Students' Association
YOUR COLLEGE YOUR WAY

Student Association Constitution 2026 - 2031

Last updated: September 2026

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Introduction

South Lanarkshire College Students' Association is a democratically governed organisation dedicated to representing and supporting the interests of its students. The Board of Management will also seek to ensure that the Association's activities align with the College's Equal Opportunities Policy and uphold the reputation of the College.

We, the South Lanarkshire College Students' Association (the "Association"), are a Students' Association within the meaning of the Education Act 1994. We act as the voice of our members and are committed to their educational interests and welfare. South Lanarkshire College ("SLC") provides funding to support us in achieving the objectives set out in this Constitution.

Section 1 – The Articles

This section defines the Aims and the Objectives of the Students' Association, as well as setting out what can or cannot be done by the Students' Association Executive. Guidelines are provided to indicate how the Association can represent its' members and, should they arise, how members can air their concerns.

Name and Status

There shall be a Students' Association at South Lanarkshire College (hereafter referred to as SLC), the name of which shall be South Lanarkshire College Students' Association (hereafter referred to as the Association).

The Association is an unincorporated association with exempt charitable status.

The Association's Constitution is a legal document defining;

what the Association can and cannot do;

how the Association should operate; and

how and where members can raise concerns or issues.

Aims & Objectives

We aim to advance the education of students at South Lanarkshire College for public benefit by:

- Promoting the interests and welfare of students during their studies, and representing, supporting, and advising students.
- To protect and champion the welfare of its members.
- Acting as the recognised representative channel between students and SLC, and with external organisations.
- To promote and provide social, cultural, sporting and recreational activities and f forums for discussions to enhance the personal development of our students.

Equality and Diversity

The Association will always seek to:

- Ensure recognition for the diversity of its members while promoting equal opportunity for all.
- Advocate equal opportunities for the participation and inclusion of groups.
- Pursue its aims and objectives independent of any political or religious influence.
- Further details of the College's Equality Policy can be found here.

Powers

This Association is empowered to:

- Set the policy of the Association.
- Amend the Constitution and Schedules as appropriate, subject to the approval of the Board of Management.
- Elect, appoint and dismiss office bearers according to the Constitution in line with the election schedule.
- Enter responsible contracts and agreements, in line with SLC financial regulations, to effectively pursue its aims and objectives.
- Hold any property and equipment necessary to pursue these affairs.
- Appoint Committees and Sub-Committees as required.
- Regularly report to SLC Board of Management.
- Propose to the Board of Management any course of action to enhance the welfare of its members.

Do anything, while keeping within the law, to achieve our aims and objectives.

Money and Property

Our money and property must only be used to carry out our objectives.

- Officers cannot receive money or property from us except for reasonable out-of-pocket expenses.
- SLC will provide appropriate space on campus for the Association to operate.
- All money and property will be managed according to the Finance Regulations in the Schedules.

Members

Our members are:

- All enrolled SLC students aged 16 or over who have not opted out; and any Sabbatical Officers, i.e. major-union office holders (President and Vice President), shall be a full member of the Association.
- Student Associations with whom a reciprocal agreement has been concluded shall be Reciprocal Members.
- College academic and support staff, as well as past learners, may become Associate Members. Associate Members cannot be involved in the governance or policy making of the Association.

Membership cannot be transferred. Membership ends if:

- A student is no longer enrolled within the college (or, for Sabbatical Officers, student status is withdrawn);

- A member gives written notice to opt out;
- A member is removed under the Code of Conduct.

The Executive Committee will maintain a Code of Conduct that all members must follow. Breaches may result in suspension or removal of membership rights, including holding office.

Members may use Association facilities, take part in activities, speak and vote at meetings, nominate candidates, stand in elections, and hold office in clubs and societies.

Students under 16 are not members but may take part in certain activities as approved by the Association.

Executive Committee

The Executive Committee will be the supreme decision-making body while running the day-to-day business of the Association, raising issues and concerns on behalf of its' members.

The Committee shall include the following Executive Officers of the Association:

- 2 major-union office holders: President and Vice President
- Up to 8 Student Officers (non-major office holder)

The 'major union office holders' for the purposes of Section 22 of the Education Act 1994 will enter into a contract of employment with the College. The term of office, duties and method of payment will be set out in the Schedules.

College staff who support the ongoing development of the Association may attend meetings to provide guidance and advice. They will not have voting rights in the decision-making process.

The Executive Committee will run the Association on a day-to-day basis in line with this Constitution and its Schedules, any relevant legislation and any decisions the members make at General Meetings or Special General Meetings.

- The Committee will never exceed 14 members including staff attendees.
- The President has the casting vote in the event of a tie.
- The Committee runs the Association day-to-day in line with this Constitution and the Schedules.
- The Committee may create sub-committees as required.
- Officers lose their position if they resign, miss two meetings without apologies, or if a motion of no confidence passes with a 66% majority.

Holding office is a privilege of membership and can be withdrawn if the Code of Conduct is breached by any member.

Elections

All office and major-union office holders will be elected by secret ballot in line with the Education Act 1994.

- The 'major union office holders' for the purposes of Section 22 of the Education Act 1994 will enter into a contract of employment with the College Elections will follow the Election Regulations in the Schedules.
- Elections take place annually. Vacancies will trigger by-elections.
- Terms of office last one academic year.
- No member may hold a major union office for more than two years in total.
- The President and Vice President will be members of the SLC Board of Management.
- Election timetable and publicity requirements are as stated in Section 6.

A copy of the election timetable and the Election Regulations will be displayed on Association notice boards at least 21 college days before the election begins. Election regulations will be promoted and displayed across the Association's communication channels at least 21 days…." Just a though as we don't really have a SA notice board but do promote in the newsletter, social media, etc

Referendums

A referendum, in which all members will be allowed to vote, may be called on any issue by:

- a majority vote of at least two thirds of the Executive Committee; or
- member petition detailing the issue and including the name, course and student ID number of the proposer, counter signed by at least 150 members.

Policy set by a referendum can overturn policy set by the members at the AGM or by the Executive Committee.

We will hold referendums in line with the Schedules.

Meetings

Executive meetings will be held quarterly with quorum dictating at least 50% of members of the Executive Committee are in attendance. A major-union holder should always be present.

Any other general meetings shall be termed 'Special General Meeting'. This should take place following a written request from the Executive Committee.

The Executive Committee will meet with Class Representatives at least once a month to discuss current issues and understand the general views and mood of the student body.

The Annual General Meeting (AGM) shall be held towards the end of the academic year. This meeting will discuss all Association business.

There must be at least 25 members of the Association present at an AGM for the meeting to be quorate, including the Executive Committee.

Every member will have one vote, and decisions will be made on a simple majority basis.

For the AGM and 'Special General Meetings' the Association will give members at least 7 college working days' notice of the place, day and time of the meeting and details of the agenda. Notices of motions, bearing the name of the proposer and seconder, will be submitted to the Vice President of the Association in writing, not less than 5 college working days before the General Meeting at which they are to be discussed.

At all meetings minutes will be taken by the Association Administrative Support staff from Student Services. Minutes of each meeting will be circulated and displayed as soon as possible after the meeting. Minutes shall be confirmed at the next appropriate meeting. A copy of the minutes will be held online in an accessible place.

A major-union office holder shall chair all General Meetings. If they are absent or relinquish the Chair, it will be taken by another member of the Executive Committee.

The Chair shall be responsible for the running order and conduct of the meeting.

Clubs and Societies

Clubs and societies may be recognised provided they meet the requirements set out in the schedules and do not breach the Associations' aims and objectives. The Board of Management shall earmark a sum in the Association's budget for granting funds to recognised clubs and societies.

Affiliation to External Organisations

Any proposal to affiliate must be approved at an AGM or by referendum.

We will work collaboratively the College about all new links to other organisations, including the name of the organisation and the fee to be paid. Aligned to procurement procedures. This information will be included in our annual report. Our annual report is presented at the AGM and is available to all our members and SLC.

- All affiliations will be reported to SLC and included in the annual report.

- Members may challenge an affiliation by submitting a petition signed by at least 150 members.

- Only one referendum on the same issue may be held per academic year.

Complaints Procedure

Complaints about officers or members will be managed according to the Complaints Procedure in the Schedules.

Finance & Accounts

To enable the Association to carry out its aims and objectives, appropriate and sustainable funding will be determined following agreement of the Association's budget by the Board of Management of the College.

The Association will maintain adequate accounting records and have annual accounts prepared by an accountant employed by the College, who is a member of any of the major accountancy bodies in the United Kingdom (CCAB – (Consultative Committee of Accountancy Bodies). The annual budget and accounts will be signed off by the Executive Committee (usually by the 2 major-union office holders). They will be required to state that the accounts are a complete and accurate representation of the financial transactions of the Association for that year. The annual accounts, along with the annual report, will be presented at the AGM. A copy of the Associations' budget and annual accounts will be made available to all students through the SA Moodle page.

Minutes

Minutes will be taken at all meetings and circulated at the next appropriate meeting. Once confirmed, minutes will be filed and made available to all students through the Class Representative teams page

A copy of the Constitution (including amendments), the annual report, and plans for Association activities, including the budget will be available online in an accessible location.

Amendments to the Constitution

The Executive Committee of the Association and Board of Management of SLC will review this Constitution, at least every five years from the previous date of approval.

The Constitution can only be amended through a resolution passed at an Executive Committee meeting by at least two thirds of those present, who are entitled to vote to satisfy quorate, when approved by the College Board.

Indemnity

Every Executive Officer and anyone approved to make decisions on behalf of the Association shall be indemnified out of the assets of the Association against loss or liability, while engaging in the execution of their office. Their liability for the consequences will not be affected providing there is no negligence or unlawful action on their part.

Winding Up

If the Association is wound up, any remaining money or property after debts are paid will be transferred to SLC. The College will hold these funds in trust to support a future Students' Association representing SLC students.

A new Association will be established as soon as reasonably possible.

Interpretation

If anyone challenges any part of this Constitution, a major-union office holder will be asked to make the decision.

If the major-union office holder's decision is challenged, then the Executive Committee will make the decision.

In the event of a dispute as to the interpretation of the Constitution, the guidance of the Clerk to the Board will be sought.

Code of Conduct

All members of the Association are required to adhere to the Student Code of Conduct, as approved and amended from time to time by the College. This requirement must be complied with at all times and when members are on Association premises or attending events organised by the Association, its clubs, or societies.

The Code may include restrictions up to and including the unlimited suspension of membership rights.

This Constitution was approved on behalf of SLC by two members of the Board of Management on 15th September 2026, and on behalf of the Students' Association on the same date.

Legal Context

The Further and Higher Education (Scotland) Act 1992 places a duty on College Boards of Management to ensure that there is a students' association within the College.

The Education Act 1994 further defines what a students' association is and places further duties on the College Board of Management to ensure that the organisation is run in a fair, free and proper manner. The Act takes a 'quality assurance' approach to students' associations, setting out a list of requirements that the association has to fulfil.

In contrast, the Post-16 Education Act takes a quality enhancement approach to students' associations and has created a legal requirement for colleges to have in

place ‘arrangements for the purpose of seeking to ensure that the interests of the students are represented by a students’ association. Colleges are expected to ensure that students’ associations are fulfilling their purpose and representing their student body.

This Constitution, which must be approved by both the Association and the College Board, shall take effect from 15th September 2026. It will be subject to review by the Student Association Executive Committee and the College Board of Management at least every five years, in accordance with the Education Act 1994.



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One Community.
Focused on you.

Students' Association
YOUR COLLEGE YOUR WAY

Student Association Constitution Appendices

Last updated: September 2026

The Appendices

This section includes other regulations that the Association must follow.

Appendix One:

1 Opting Out

1.1 Every student will be able to relinquish their right of membership of the Association.

1.2 A student who opts out of the Association will not be able to participate in the democratic and decision-making function of the Association. This includes not being able to stand for any officer or representative position, including leading a club or society.

1.3 A student who opts out of the Association will continue to have the right to attend any Association run events and participate in clubs and societies already set up within the Association.

1.4 A student wishing to opt out must indicate this within 6 weeks of the start of their course by completing the opt out form, available from Association President.

1.5 Any student wishing to resume membership of the Student Association, will not be eligible until the next academic year.

Appendix Two:

2 Disciplinary Procedure

2.1 All members of the Association, its clubs and societies, are always expected to abide by the Constitution and its schedules, as well as the Equal Opportunities Policy.

2.2 The Association's disciplinary policy has authority over any premises managed by the Association, any Association activities, including the activities of its clubs and societies, or any misconduct that takes place away from SLC but is connected to the Association and likely to affect its reputation.

2.3 If any student, club or society breach the rules of the Association their conduct will be examined by a panel of 3 Executive Committee members, known as the Disciplinary Committee.

2.4 The Disciplinary Committee must convene within 7 college days of the alleged offence occurring. The student will be given written notice of the time, date and place of the hearing, together with notification of the alleged breach, at least 3 days before the hearing.

2.5 In cases involving the misuse of Association facilities, resources or behaviour likely to cause potential danger or offence, the student, club or society may be suspended from using specific premises or resources until the Disciplinary Committee has reached a decision.

2.6 Anyone directly connected with the student, club or society under charge or who may be either a witness or a potential witness, can sit on the Disciplinary or Appeals Committees.

2.7 The person, or their representative bringing the charge, can call witnesses to give evidence as appropriate. They can question any witnesses involved with the hearing.

2.8 The student under charge or their representative can call their own witness to give evidence and present any relevant documents to the panel. They are also able to question any witnesses involved with the hearing.

2.9 The Committee can question any witness, the person bringing the charge, the student, club or society under charge or any nominated representative.

2.10 The Disciplinary Committee will deliberate the matter and decide the appropriate action to be taken. Their decision will be based on the evidence presented and examined in the presence of whoever is under charge. Any evidence of earlier misconduct cannot be presented until after a decision has been reached on the facts of the case. When a decision has been reached this can then be admitted and considered on deciding on any punishment. The ultimate sanction is suspension from the Association for a specified length of time.

2.11 The Association Disciplinary Committee can refer any matter to the College Disciplinary Committee.

2.12 The Disciplinary Committee must inform the person of their right to appeal and that any appeal should be made in writing to the Chair of the Executive Committee within 5 college days.

2.13 If the student is still not satisfied, they can appeal to an Appeal Committee made up of 3 students appointed by the Executive Committee. The student will be given written notice at least 5 college days in advance of the meeting.

2.14 The Appeal Committee will hear the reason for appeal and the rationale behind the original decision. They will consider any new evidence that has since come to light, put to a vote and their decision will be final.

2.15 The hearing will be held in private unless the subjects of the charge request it be held in public. A record must be kept for use in any appeal. The decision will then be posted on an Association notice board if requested by the subject of the charge.

2.16 The Executive Committee Officers can be removed from office by:

- A two-thirds majority vote at a quorate meeting of the Association, this is where a minimum number of members must be present for the decision to be carried forward.
- A referendum of the members of the Association
- On the grounds of gross misconduct resulting in exclusion from the College.

2.17 Class representatives can be removed from office by:

- A two-thirds majority vote at a quorate meeting of the Association, this is where a minimum number of members must be present for the decision to be carried forward.
- On the grounds of gross misconduct resulting in exclusion from the College.

2.18 The regulations for a ballot to remove a member of the executive from office will be determined by the Returning Officer, within the limits of this Constitution.

2.19 Any member of the Executive Committee or any other committee who has been absent from two successive ordinary meetings, without submitting acceptable apologies to the Chair, is automatically deemed to no longer hold office.

2.20 Any resignation must be in writing to the Chair of the Executive Committee. Resignations are effective immediately and must be reported to the Executive Committee.

2.21 In the case of a vacancy arising a by-election will be held in accordance with Schedule One, Election Regulations, of this Constitution.

Appendix Three:

3 Students' Association Code of Practice

The South Lanarkshire College Students' Association will be allowed to act with as much authority as is consistent with the requirements of (a) accountability for the expenditure of public money and (b) compliance with the Education Act 1994. It is an overriding requirement that the Students' Association must operate in a fair and democratic manner and be accountable for its finances.

3.1 Constitution

3.1.1 The Association will have a written constitution approved and periodically reviewed by the Board of Management at intervals of not more than 5 years. Any amendments to the Constitution must be approved by the Board of Management.

3.2 Elections

3.2.1 Appointment to major Association offices will be by election in a secret ballot in which all members of the Association are entitled to vote.

3.2.2 The Board of Management will agree the appointment of an independent Returning Officer to conduct the elections and be satisfied elections are fairly and properly conducted.

3.3 Sabbatical Officers

3.3.1 No one can hold sabbatical Association office or paid elected office for more than 2 years in total.

3.4 Membership

3.4.1 All students enrolled at SLC over the age of 16 can be members of the Association unless they decide to opt-out, in accordance with the opt-out regulations of this Constitution. Students will be informed annually by SLC of the opt-out procedure and consequences of choosing to do so. Any student who chooses to opt-out will not be unfairly disadvantaged regarding the provision of services or otherwise.

3.4.2 The consequences of opting out of membership are:

- The student cannot participate in any democratic processes of the Association.
- The student cannot hold office in any club or society of the Association.
- The student cannot be represented by the Association.

3.5 Finances

3.5.1 The financial affairs of the Association will be properly conducted in accordance with Schedule Four, the Financial Regulations of this Constitution and include appropriate arrangements for the approval of the Association's budget and the monitoring of their expenditure.

3.5.2 The Association's annual accounts will be made available to the Board of Management and all students.

3.6 Allocation of resources to Clubs and Societies

3.6.1 The procedure for allocating resources to clubs and societies will be fair in accordance with Schedule Two of this Constitution and be made available in writing to all students.

3.7 Affiliations to External Organisations

3.7.1 Any decision to affiliate with an external organisation will be published to include the organisation's name and details of any subscription or fee to be paid and any donation to be made or proposed to be made. This information will be made available to all students.

3.7.2 The Association will produce a list of all affiliations and the financial implications of these annually.

3.7.3 The Executive Committee will approve the annual list of affiliations. Association members can request a secret balloted vote on the continuation of an affiliation with an organisation. This requires a requisition signed by 200 members delivered to the President at intervals of not less than 1 year.

3.8 Freedom of Speech

3.8.1 The Association and its' members are bound to observe the College's Code of Practice in relation to freedom of speech as required by section 43 of the Education Act, 1986.

3.9 Complaints

3.9.1 The complaint procedure is open to all students who are dissatisfied in their dealings with the Association or who feel they have been unfairly treated or disadvantaged after opting out of Association membership.

Further information regarding this process is available from https://www.slc.ac.uk/footer/freedom-of-information-and-complaints

3.9.2 Any complaint about the Association will be addressed to the President. If it relates to the President, then it will be addressed to the Vice-President.

3.9.3 The President will respond to a complaint in writing within 5 working days.

3.9.4 If the complainant is not satisfied with the outcome, they can appeal to the Executive Committee who will appoint an independent person to consider and resolve the complaint. The Committee will respond within 10 college days.

3.9.5 Members who complain will also be referred to the mechanisms in this Constitution to remove officers and change the policy of the Association.



#StartingSLC

One College.
One Community.
Focused on you.

Students' Association
YOUR COLLEGE YOUR WAY

Student Association Constitution Schedules

Last updated: September 2026

The Schedules

This section outlines the operational details and provides insight into how matters are agreed and progressed.

Schedules are subject to amendments as and when required. Schedules can be amended upon mutual agreement by the major-union office holders.

Schedule One

Election Regulations

This schedule outlines what to do for all elections for all positions in the Association. It also outlines the procedure to follow if a vacancy occurs in any position. Executive posts will be subject to a secret election ballot open to all members of the Association.

1 General

1.1 The elections of the major-union office holders, and any other elected officers of the Association, shall be carried out in accordance with these regulations (hereby referred to as the Regulations).

1.2 The Association's staff or College staff supporting the Association shall implement the Election process. They will be called the Election Administrators.

1.3 The Elections shall be by secret ballot of all Members of the Association.

1.4 In addition to the Regulations, the Association shall be obligated to comply with;

1.4.1 The College rules, regulations and policies (including but not limited to IT, Health and Safety, bullying and harassment etc). These policies can be found within your induction documentation on the Student Portal.

1.4.2 Association rules, regulations and policies as set out in the Constitution.

1.4.3. The laws of Scotland.

1.5 The Association will hold elections for the following roles as outlined in the Articles:

i. major-union office holders

a. President

b. Vice President

ii. other non-sabbatical office holders

a. Student Officers

2 The Returning Officer

2.1 The Returning Officer shall be responsible for the overall conduct and supervision of the Elections and shall ensure that they are carried out fairly, democratically and in accordance with these Regulations.

2.2 The Returning Officer may appoint nominees to act on their behalf in the day-to-day supervision of the Elections, they will be called Election Administrators. The Returning Officer will normally be a member of the Student Services team and not a member of the SA.

2.3 The Election Administrators in acting on behalf of the Returning Officer, carry out the following functions:

2.3.1 oversee the procedure for the acceptance of nominations and the

determination and publication of valid nominations;

2.3.2 oversee and co-ordinate the promotion of elections and instructions for

students on how and when they can vote;

2.3.3 fix the date of the elections which will be then ratified by the Executive

Committee, the publication of the notices giving information about the date of

the Elections and the arrangements for the Elections;

2.3.4 support the Returning Officer in conducting the count; and

2.3.5 oversee the announcement of the result.

2.4 The Returning Officer will make rulings on complaints according to the Regulations.

Where a rule is unclear, the Returning Officer will make a ruling in the balance of probabilities having reviewed all the available evidence.

2.5 The Returning Officer will appoint a Deputy Returning Officer who shall not be a member of the Association, but who may be a member of College or Association staff.

2.5.1 The Deputy Returning Officer will oversee the day-to-day election process and co-ordinate the Election Administrators.

2.5.2 The Deputy Returning Officer will receive complaints and pass them to the Returning Officer within 48 hours of their receipt. The Returning Officer will respond to complaints within 5 working days, as per the College's Complaint Guidelines.

Further details of which can be found here:
https://www.slc.ac.uk/footer/freedom-of-information-and-complaints

2.5.3 The Deputy Returning Officer may be asked to discuss incidents and complaints with the Returning Officer in the process of reaching a decision.

2.5.4 The Deputy Returning Officer will communicate any rulings that the Returning Officer makes in writing to the candidate or member concerned.

2.6 The Returning Officer will oversee and conduct the count. They will also validate the results.

3 Nominations

3.1 Each Member shall be eligible to stand as a candidate for an Election.

3.2 A candidate may only stand for election for one officer post within the student Association election during any one election period.

3.3 The Election Administrators will post a notice on the Association's website and multiple digital channels at least 8 days of college term-time before the date on which nominations open stating the;

3.3.1 period for nominations,

3.3.2 posts for which nominations can be made,

3.3.3 places from which nomination forms can be obtained and

3.3.4 places to which completed nomination forms must be returned.

3.4 The deadline for nominations will be final and members handing in nominations late will not be included as candidates in the election. Extensions will be made if members request it before the deadline and there is a legitimate reason why the deadline cannot be met.

3.5 Candidates are encouraged to submit a manifesto alongside their completed nomination form. All manifestos received will be collated and published by the Association.

3.6 On closing of the nominations, the Election Administrators will inspect all nominations and manifestos and verify that they comply with the Regulations.

3.7 The Election Administrators will draw up a list of candidates after the close of the nominations and will post a notice on the Association noticeboard and website as soon as is reasonably practicable stating the date of the election and the arrangements for voting.

3.8 Voting will take place online. Paper versions will be available if required for accessibility requests.

3.9 The Returning Officer and the Election Administrators shall, as soon as reasonably possible, arrange a meeting at which they shall brief the candidates on the election process, rules and procedure. All candidates will be afforded an opportunity to ask questions relating to the Election at the end of the briefing.

3.10 The Candidates' Briefing is compulsory for all candidates. If candidates cannot attend, they should give notice of this to an Election Administrator before the meeting. If a candidate fails to attend without giving prior notice this may result in disqualification from the elections.

3.11 The Election Administrators will make sure every candidate is sent a copy of the election rules and process.

4 Campaigning

4.1 As soon as is reasonably practicable following the close of the nominations, a list of valid nominations and manifestos will be published by the Association.

4.2 The campaigning period shall commence at the end of the Candidates' Briefing at a time announced by the Returning Officer and shall end at the close of voting.

4.3 Campaigns should be fully transparent and accountable to the Association.

4.4 Any coverage of the Elections by the Association by whatever medium or media shall be fair and balanced. All candidates will be afforded the same opportunities to promote their candidacy.

4.5 Each candidate may receive a small budget from the Association for canvassing materials. Finances and what they can be spent on shall be confirmed at the

Candidates' Briefing.

4.5.1 Candidates must not exceed their budget limits. These are:

• Major-union officer positions: £30

• All other roles: £15

4.5.2 All candidates must submit a written list of all campaign costs, with corresponding receipts to the Election Administrators no later than 1 hour before close of voting on the final day. If candidates do not spend any money during their campaign this must be made clear on the submission.

4.5.3 Items freely and readily available to all candidates can be used without itemisation.

4.5.4 Candidates cannot spend their own money on items related to their campaign.

4.6 Candidates should not undertake campaign activity which others could not also reasonably do.

4.7 Candidates must not do anything to gain an unfair advantage and may only benefit from what is openly available to all candidates.

4.8 Candidates may only use mailing lists where lawful to do so. In most cases, this will require the consent of the members on the list to use their details.

4.9 Election material deemed to be offensive or derogatory cannot be used by any candidate or campaign team.

4.10 The Returning Officer and Election Administrators reserve the right to remove any election material which in their reasonable opinion is inappropriate.

4.11 Candidates may only alter, move or remove their own campaign materials.

4.12 “Hustings” shall be held at a designated time following the Candidates’ Briefing and shall be chaired by a nominee of the Returning Officer who is not a member of the Association.

4.13 Each candidate is encouraged to attend “Hustings”.

5 Election

5.1 The Elections for major-union officer positions shall be held no later than the final Friday in May of each academic year.

5.2 The Elections for non-sabbatical officers will be held no later than the last Friday in September of each new academic year.

5.3 In the event that following the proper conclusion of the Elections, at least one post remains vacant; a by-election for these posts shall be held.

5.3.1 For non-sabbatical officer positions a by-election shall be held in January following the new intake of students.

5.3.2 By-elections for major-union officer positions shall be held no later than the last Friday in September of the new academic year.

5.4 If, following a by-election there remain vacant non-sabbatical positions, the Executive Committee shall have the power to co-opt members into these posts. They shall be full voting members of the Executive Committee for the rest of their one term.

5.4.1 The President and Vice President positions as major-union office holders, cannot be co-opted on the Executive and, in accordance with the Education Act 1994 Section 22 must be elected in a secret ballot of all members.

5.5 The same procedure for nominations and campaigning shall apply for by-elections as set out in Clauses 3 and 4 of these regulations.

6 Voting

6.1 The responsibility for ensuring that voting is conducted in accordance with the provisions of this Clause shall rest solely with the Returning Officer.

6.2 Voting shall take place at the appropriate voting stations or electronically at times to be determined by the Returning Officer.

6.3 The locations and arrangements of voting stations and the list of candidates shall be publicised by the Association as an absolute minimum as soon as is reasonably practicable.

6.4 Members of the Association may vote upon the production of a valid College matriculation card or via secure valid electronic access.

6.5 The voting system used for elections shall be “First Past the Post”. Each eligible student will be able to cast one vote for the candidate of their choice.

6.6 The voting page shall bear a brief description for members explaining how the voting system works.

6.7 There shall be an additional candidate for each election entitled Re-Open Nominations (RON). RON is available to ensure our members have the choice to make a positive vote. RON can be selected when you don’t agree with the policies of any of the candidates standing or where you genuinely don’t think any of the candidates are the best person for the job. By voting for RON members are asking for a new election with new policies and/or candidates to take place.

6.7.1 RON, for the purposes of the count, shall be treated as a candidate, though it will not be allowed a publicity budget as allowed to the other candidates in the Election in terms of Clause 4.4.

6.7.2 If RON wins the Election, then the Election shall be re-run according the by election rules in clause 5.3 and 5.4 of these regulations.

6.7.3 In the event of a re-run of the Election, RON shall appear as an option on the ballot paper.

6.8 Candidates and their supporters must allow voters to cast their ballot freely and must not communicate with voters in any way once they have begun to complete their ballot. This means they must not be in the immediate vicinity of a voter when they are in the act of casting their vote. Every electronic device will be deemed a ballot box.

7 Administration

7.1 The Returning Officer, Deputy Returning Officer and the Election Administrators will administer the count.

7.2 Candidates are not allowed to be present at the count but may appoint a scrutiniser on their behalf.

7.3 Where appropriate, in the circumstances of any Election, the Returning Officer and the Election Administrators shall be entitled to appoint polling officers and counters.

7.4 The candidate with the most votes (i.e. first passed the post) on the first count will be deemed to be elected to that post.

7.5 In the event of a tie at the exhaustion of all transferable votes, the candidate with the highest number of first preferences shall be deemed the winner. If these are tied a coin toss shall decide the Election outcome.

7.6 The Returning Officer shall be responsible for instructing the Election Administrators to announce and publicise the results of the Election, both by way of the Association website and any other reasonable means or media deemed appropriate.

8 Candidates

8.1 Candidates must treat other candidates, students and members of the public with respect.

8.2 Candidates already in office shall be given the same privileges and restrictions as the other candidates in the Election.

8.3 Candidates must not undermine the fair and democratic running of elections.

8.4 Candidates must not break the law, college specific regulations or general Association policy including the Code of Conduct.

8.5 Candidates must have a commitment to anti-racism in line with our Values of Promoting Equality and Diversity, as written in the Articles.

9 Tenure of Office

9.1 The tenure of office for the President and Vice President shall be a 12-month period commencing 1st July in the same year as the election from which they were elected to that post.

9.2 Training will be undertaken to enable the President and Vice President to fulfil their roles.

9.3 Depending on their original College status and the Education Act 1994, Section 22, the President and Vice President may stand for re-election at the close of their first tenure of office.

9.4 The maximum period of office of the President and Vice President (major-union office holders) which may be held by an individual candidate is 2 tenures.

9.5 There shall be no restriction on the number of times members can stand for election to the non-major office holder positions.

9.6 An officer may not run for re-election of any position if they have held that named position for a period of up to 2 years.

10 Complaints and Appeals

10.1 If a student believes that a candidate or their campaign team is in breach of the rules, they may submit a complaint to the Deputy Returning Officer who will pass the information to the Returning Officer as soon as is reasonably practicable. All complaints should contain the following information:

- Which of the guiding principles the candidate is alleged to have breached?
- Information about the nature of the complaint, including where relevant, dates, times and locations
- An idea of what the complainant wants to happen as a result of the complaint
- Supporting evidence to back up the complaint

10.2 The Returning Officer will investigate the complaint and determine whether it will be upheld. If upheld, possible courses of action can include, but are not limited to, the following:

- A public warning
- Directing candidates to remove election materials/delete social media posts
- Suspending a candidate's campaigning activities for a given period of time
- In extreme circumstances, the Returning Officer may disqualify a candidate

10.3 The deadline for the submission of complaints is one hour after the close of polling. Complaints must be submitted to either the Returning Officer or Deputy Returning Officer.

10.4 The Returning Officer reserves the right to investigate any unsound activity and make any rulings which are fair and reasonable in all the circumstances.

10.5 Disqualified candidates may appeal the decision of the Returning Officer in writing to a member of College staff appointed by the Executive Board, who shall set up an appropriate appeal panel. The appeal panel will not include any individuals involved in a candidate's campaign.

10.6 Options open to the Appeal Panel include but are not limited to;

• upholding or dismissing the appeal;

• request a re-running of the election;

• any other reasonable request.

Schedule Two

Clubs and Societies

1 Setting up a Club or Society

1.1 No club or society may receive funds from the Association or use Association facilities without recognition in each academic year from the Executive Committee.

1.2 To be considered for recognition, the club or society will present before the Executive Committee an acceptable constitution, a plan of activities and a list of prospective members in accordance with the clubs and societies schedule.

1.3 No club or society will be recognised if its objectives conflict with those of the Association. However, this restriction cannot be interpreted to prevent the establishment of political, religious or ethnically based clubs and societies.

1.4 Any club or society wishing to be recognised by the Association will present before the Executive Committee:

• A list of 10 signatures from members

• The proposed membership fee

• A constitution for the club or society to include:

1.4.1 the name of the club/society;

1.4.2 the aims and objectives of the club/society (which cannot be contrary to those of the Association);

1.4.3 regulations relating to membership eligibility to the club/society;

1.4.4 provision for the election of a committee for the club/society to include as a minimum a chairperson, a secretary and a treasurer;

1.4.5 the responsibilities of the committee;

1.4.6 provision for general meetings for all members of the club or society;

1.4.7 provision for an annual general meeting for the presentation and approval of income and expenditure accounts;

1.4.8 provision for the Association statement on equal opportunities.

2 Money for Clubs and Societies

2.1 The Executive Committee will earmark a sum in the Association budget which will grant aid for all recognised Clubs and Societies.

2.2 To receive funding an eligible Club/Society will submit a budget proposal to the Executive Committee before their AGM.

2.3 The Executive Committee will decide on the allocation of funds for Clubs and Societies depending on the level of activity in the club/society; the number of members it has and any special equipment or travel considerations.

2.4 The allocations will be reviewed in Executive Committee meetings, to be held once a term.

3 Meetings of Clubs and Societies

3.1 A quarterly general meeting of each society will be held starting from the end of

September of each academic year with quorum being a minimum of 50% of membership.

Meetings can be held and attended online in order to ensure quoracy is met.

3.2 Each club will elect a representative from each group to attend the monthly meetings with an Association Officer.

4 Responsibilities of Clubs and Societies

4.1 No-one from a club or society may commit either the club or society or the Association to any expenditure, without prior authorisation through the Association's budgetary control system.

4.2 The club or society will be responsible for promoting itself during induction week to encourage new membership.

4.3 All clubs and societies' committees will produce an activity report and an income/expenditure sheet to the Executive Committee at the end of each term.

4.4The club or society will hold no funds or independent bank accounts whatsoever outside the Association accounts.

4.5 The chairperson of the club/society will be responsible for the smooth running of any social events or activities and convening general meetings.

4.6 The club or society will be responsible for publicising general meetings, providing agendas and taking minutes of the meetings.

4.7 The Executive Committee will ensure all expenditure is legitimate, does not exceed the club or society's allocation for that year and there is an accurate list of all equipment purchased. Any equipment purchased will be returned to the Association at the end of the academic year.

4.8 Any income received by a club or society must be paid directly to the Association with annual accounts being lodged with the Association at the end of the academic year.

4.9 Failure to abide by these regulations and the Association's Constitution may result in suspension of the club or society by the Executive Committee.

4.10 Each leader of a club or society must sign the disclosure form showing that they have read the terms and conditions that apply for clubs and societies within the Association as Shown in Appendix 5.

Schedule Three

Meeting Regulations

1 The Executive Committee

The business of the Association will be divided into two parts:

a) College Business: to discuss any matters relating to student members associated with their education and other college issues.

b) Association business: to discuss all other issues of interest to members.

2 Who can Attend?

2.1 All members of the Executive Committee are expected to attend meetings and if they can't, apologies should be submitted to the Chair before the scheduled time and date. Any member who fails to attend two consecutive meetings, without providing apologies and their reason being acceptable to the Executive Committee, will be deemed to have resigned.

2.2 Any full member of the Association may attend meetings. Individuals who are not members of the Association wishing to attend a meeting must receive permission from the meeting by submitting a request to the Chair. The Chair will then vote on whether they may attend.

3 Who May Speak?

3.1 Any full member of the Executive Committee may speak at meetings.

3.2 Any full member of the Association may attend and speak with the permission of the meeting. Members of SLC Senior Leadership Team may attend and speak on the business part of the meeting, unless the meeting requests they do not. Any other individual may attend and speak as a guest, if invited to do so by the Executive Committee.

4 Who May Vote?

4.1 Only members of the Executive Committee who are present at the meeting may vote.

4.2 The Chair may not vote unless the vote is tied, then they will have the casting vote.

5 How Things Get Done

5.1 All items for discussion will be submitted to the President 5 days before the meeting. Proposed amendments to the Constitution or Schedules must be submitted 7 days before the meeting takes place.

5.2 All debates require the signatures of 2 full Association members, the proposer and seconder.

5.3 The President will publicise details of all Executive Meetings on the Association noticeboards and publications 10 days before they take place.

5.4 Any full member of the Association can propose changes to debates. Changes require the signatures of at least 2 members and must be submitted 2 college days before the meeting takes place.

6 Who Runs the Meeting?

6.1 The President is responsible for the agenda and publicising the meeting.

6.2 The President will chair the Executive Committee meetings. If they are absent or relinquish the Chair, it will be taken by the Vice President or another member of the Executive Committee.

6.3 In the event of any situation arising that is not already covered by meeting regulations, then the Chairperson will decide the procedure to be adopted, subject to the Executive Committee's approval.

6.4 If the Chair is in conflict or alleged to be in confliction with the item under discussion, the Chair will resign to the Deputy Chair for the duration of that item's discussion.

7 What is Discussed at Meetings?

7.1 The agenda of the meeting will normally be taken in the following order:

a) College Business

- Welcome from the Chair
- Checking the minutes of the previous meeting for accuracy
- Matters arising from the minutes of the last meeting
- Reports from the senior management team
- Management question time
- Education issues

b) Association Business

- Checking the minutes of the previous meeting for accuracy
- Matters arising from the minutes of the last meeting
- Reports from the Executive Committee
- Reports from the Board of Management
- Other reports
- Executive question time
- Debates
- Discussion groups
- Any other business

7.2 The meeting will have the right to table the following items collectively as a consent agenda, provided written reports and minutes have been distributed in advance:

- Checking the minutes of the previous meeting for accuracy
- Matters arising from the minutes of the last meeting
- Reports from the Executive Committee
- Reports from the Board of Management

7.3 Any member can request any item to be discussed in full, provided notice has been given before the meeting.

7.4 All debates will run as follows:

The proposer of the debate will make a speech, any changes to the debate will be raised in accordance with clause 3.2 of these.

- regulations
- The Chair will invite a speech against the debate
- The Chair will balance the number of speeches for and against in the debate
- The Chair will invite any questions or statements relating to the debate
- The proposer will then have an opportunity to sum up
- The vote is then taken

8 Changes to the Debate

8.1 Any changes will run as follows:

- Changes to the debate will be raised after the proposer has spoken
- The Chair will invite and take a speech against the change
- The Chair should attempt to balance the number of speeches for and against any changes
- The Chair will leave time before the vote for questions and statements
- When all the changes have been voted upon, the main debate will be discussed and voted upon.

9 General Rules

9.1 Every debate will have a proposer and seconder.

9.2 Any motion can only be withdrawn with the consent of the meeting.

9.3 Debates require a simple majority decision unless otherwise specified in the Constitution.

9.4 Emergency debates are discussed if other matters have arisen since the original submission date of debate and must have a two thirds majority vote for discussion at this debate. The debate is then submitted in writing to the Chair before the debate takes place.

Schedule Four

Finance regulations

The Association is responsible for ensuring that the funds provided to it are used only in accordance with the Education Act 1994, the Code of Practice for the Association, the requirements of the charity legislation and any other statutory rights applicable to the Association.

The Association is governed by law relating to educational charities. Though, while it may spend money on political debate, it may not support political or other causes which have nothing to do with its members' education or welfare as students. The Association receives funds from the College Board of Management to assist with operational costs.

The Association is a separate entity from the College, run by the students for the benefit of the students. The College recognises that students may require advice and some assistance from College finance staff in the design and operation of financial procedures and the College will provide this as required. The operation of these financial procedures is the responsibility of the Association officers. From an operational perspective, the student funds will be monitored by the College Finance Department throughout the year.

General

1 The Executive Committee will be responsible, with support from the College's nominated finance manager, for conducting the financial affairs of the Association fairly and honestly and with all due diligence to maintain solvency.

2 Out-with the sitting period of the Executive of the Association the Presidential Team can authorise budget proposals.

3 The Executive will prepare a forecast of their spending at the beginning of the financial year (operating from 1st August to 31st July) which will be presented to the College's nominated finance manager for approval.

4 The Board of Management will consider and at its discretion, approve an annual budget allocation to the Association, which will be monitored by the College's nominated finance manager.

5 The Association will operate all its finances under separate codes within the College's financial systems. The Association, its clubs, societies and committees will not hold a bank account separate from the College's accounts. The Association will not incur a deficit without prior approval of the College.

5 Collecting Money

The Finance Officer, under Board of Management supervision, is responsible for the collection of all money and should be promptly notified of any money due to or owed to the Association.

6 Contracts

6.1 No financial agreement, e.g. a leasing contract, can be entered into directly by the Association. The College will assist the Association by purchasing goods on credit terms in line with their own purchasing procedures.

6.2 Purchases can be authorised by the President or Vice-President up to £100. The Head of Student Services can authorise any over £100.

6.3 All purchases should be charged to the College's nominal ledger code (930382) for Student Association Funds from where they will be re-allocated when preparing the Association accounts.

7 Financial Statements

7.1 Areas of proposed expenditure will be drawn up by the Board of Management and approved by the Executive Committee in June.

7.2 The Finance Officer, under the direction of the Board of Management, will provide the Executive Committee with a financial statement once per annum.

8 Loan Agreements

8.1 No loan agreement can be entered into by the Executive Committee.

9 Security and Insurance

9.1 The Association is responsible for maintaining proper security at all times of stock, stores, furniture, equipment, cash and any other assets under its control. The Association office should be locked if unoccupied. Office keys will be held by the President, the Vice-President and the Head of Student Services.

9.2 The Board of Management will inform the Executive Committee in any case where security is thought to be defective or where special security measures need to be put in place.

9.3 The Board of Management is responsible for ensuring the proper insurance cover is in place including fire risks, theft, damage or loss of property and employers' liability.

10 Events

10.1 All events undertaken or provided by the Association must be costed and budgets prepared.

10.2 The President and the Finance Officer, under the direction of the Board of

Management, will draw up a proposed entertainment budget annually, subject to

ratification by the Association.

10.3 Records of all event expenditure must be kept. If expenditure is likely to exceed the proposed budget the Finance Officer will inform the Board of Management. The Association, under the direction of the Executive Committee, is responsible for ensuring budgets are not exceeded, unless there has been prior approval.

11 Expenses to Association Members

11.1 Any member of the Executive Committee can receive expenses for pre-approved costs incurred while on Association business.

11.2 A Petty Cash form should be completed, signed by the claimant and authorised as detailed in Schedule 12.1.

11.3 Receipts must be provided for all purchases and stapled to the petty cash claim form.

11.4 Petty cash forms will be numbered sequentially, referenced to the petty cash book and retained by the Association.

12 Petty Cash

12.1 Petty cash can be requested in advance of purchase from the President or Vice President who will complete the funding advance form with the claimant. If the President or Vice-President are unavailable refer to the College Financial Accountant or Head of Student Services.
12.2 A funding advance form must be prepared for all cash advance requests. A copy of the completed, signed and approved form should be presented to the Association office.
12.3 The funding advance form must be retained to record the advance and document receipts and monies returned for accounting purposes.
12.4 The President and Vice-President can authorise petty cash advances to a maximum of £100. Anything more than this can be authorised by the Head of Student Services. In the absence of the Head of Student Services the College Financial Accountant or the Head of Finance can authorise advances of more than £100.
12.5 Segregation Duties apply, and no one can authorise their own cash advance request.
12.6 Funding Advance Forms are available from the Association office and funds will be paid from here for successful applications.
12.7 Receipts and any money remaining must be returned to the Association office within 48 hours of receiving the advance, unless exceptional circumstances apply. The Association will retain all receipts for audit purposes.

13 Donations

13.1 The Association will not make any donations or affiliations to any organisation outside the aims and objectives of the Association. Association facilities may be used for special events to raise money for a specific charity or cause. Only the net profit from such events can be passed onto the charity.
13.2 Any member of the Executive Committee under the age of 18 cannot sign contracts, financial agreements, authorise any expenditure, take responsibility for budgets or make any financial decisions.

Schedule Five:

Job Descriptions

1 The President
The role of President will be a full-time paid post with a tenure of 1 year. The holder will enter into an employment contract with South Lanarkshire College. The President will be afforded office space by the College and will be based within the College campus.

The President will:
1.1 Be the figurehead of the Students' Association and endeavour to involve as many students as possible in the Association.
1.2 Be the Student Governor on the College Board of Management with the periods of office to coincide with the duration of holding sabbatical office.
1.3 Attend any relevant meetings and act as the representative for students and their experiences.
1.4 Work to improve the education experience of students at SLC.
1.5 Work closely with key support staff to ensure the College's commitment to social responsibilities and environmental sustainability is maintained and is embedded in the work of the Association.
1.6 Liaise with the Principal though bi-monthly meetings to ensure that the College are kept abreast of student issues and the work of the Association.
1.7 Coordinate all Student Association campaigns.
1.8 Be responsible for their own training requirements, as well as the line management and necessary training of the Executive Officers and the Support Officer within the Association.
1.9 Collate student feedback for the purpose of effectively representing students to the College and external organisations.
1.10 Welcome students during office hours to support and signpost them to either staff or resources within the College or externally for further advice and guidance.
1.11 Support students through disciplinary and appeal proceedings and accompany them to meetings as their representative.
1.12 Work with relevant stakeholders to improve and enhance the student experience.
1.13 Be the official spokesperson of the Students' Association to the media and other external bodies on behalf of the students.
1.14. Coordinate and Chair the meetings of the Executive Committee.
1.15 Liaise with the National Union of Students (NUS) and the local NUS area organisation.

1.16 Work closely with the Quality and Learning & Innovation team to strengthen student voice and engagement through collaboration, student feedback, and co-creation, while supporting continuous improvement across the student journey.

This list is not exhaustive and there may be other activities relevant to their role that the President is required to carry out throughout their term in office.

2 The Vice President

The Vice President will be a flexible part-time role with a tenure of 1 year. The holder will enter into an employment contract with South Lanarkshire College. The Vice-President will be afforded office space by the College and will be based within the College campus.

The Vice-President will:

2.1 Act as the President's deputy in all matters.

2.2 Act as Chair of the Executive Committee in the President's absence.

2.3 Be a member of the College Board of Management.

2.4 Campaign on non-educational aspects of the student experience including, but not limited to; travel, money, access, retention, extra-curricular activities, wellbeing, and mental health.

2.5 Sit on College Committees relevant to the role and act as the student representative.

2.6 Work closely with key staff to ensure the College's commitment to social responsibility and environmental sustainability is maintained and is embedded in the work of the Association.

2.7 Collate student feedback for the purpose of effectively representing students to the College and external organisations.

2.8 Welcome students during office hours to support and signpost them to either staff or resources within the College or externally for further advice and guidance.

2.9 Work with relevant stakeholders to improve and enhance the student experience.

2.10 Attend training relevant to their role as a representative and Board member.

2.11 Work closely with the Quality and Learning & Innovation team to strengthen student voice and engagement through collaboration, student feedback, and co-creation, supporting continuous improvement across the student journey.

This list is not exhaustive and there may be other activities relevant to their role that the Vice President is required to carry out throughout their term in office.



#StartingSLC

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Accounting Policies for Financial Statements 2025/26
REFERENCE	08.0
AUTHOR AND CONTACT DETAILS	Elaine McKechnie Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	To present and seek approval from Members for the accounting policies within the Financial Statements for year ended 31 July 2026.
KEY RECOMMENDATIONS/ DECISIONS:	The Board is asked to: • Note and approve the proposed accounting policies contained within the appendix. • Note that the policies are not expected to change from last year however there may be narrative changes to policies ahead, such as income recognition and recognition of operating leases on the balance which will need to be put in place to ensure reporting in 2026/27 is accurate.
RISKS	The main risks in failing to adhere to accounting policies are to: • Going concern due to poor financial oversight and management; • operational failure as financial Statements are a prerequisite for contracts and for continued central funding, and • statutory non-compliance with sponsors, the Scottish Funding Council, Audit Scotland and, ultimately, the Scottish Parliament.
RELEVANT STRATEGIC AIM:	• The Student Experience • Culture and People Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• The Board is asked to review and agree the anticipated accounting policies for use within the financial statements. • No updates are proposed to accounting policies this year.

1. INTRODUCTION

1.1. This paper provides an overview of the College's anticipated accounting policies for use within the Financial Statements for the year ended 31st July 2026.

2 BACKGROUND

2.1 Accounting policies are the rules and guidelines that are selected by the College for use in preparing and presenting its financial statements. Accounting policies are important, as they set a framework, which all Colleges follow, and provide comparable and consistent standard financial statements across years and relative to other Colleges.

2.1 The financial statements are prepared in accordance with the Statement of Recommended Practice (SORP) 2019: 'Accounting for Further and Higher Education' and the 2023/24 Government Financial Reporting Manual (FReM) issued by the Scottish Government and in accordance with Financial Reporting Standards (FRS 102). The College is a public benefit entity and therefore applies the public benefit requirements of FRS102. They conform to relevant parts of the Scottish Public Finance Manual (SPFM), the Accounts Direction and other guidance issued by the Scottish Funding Council (SFC).

2.2 Significant accounting policies should be disclosed particularly in the event of a change in policy or in relation to a material item. The accounting policy for a particular item within the financial statements may be disclosed within the note for that item.

3 PROPOSED CHANGES

3.1 Minor changes in the 2026 FE/HE SORP relate mainly to enhanced clarification, presentation and disclosure guidance. While the College has reviewed these updates carefully to ensure that disclosures and narrative reporting remain compliant with the revised SORP, no further material changes to accounting policies affecting recognition or measurement have been identified.

3.2 The Committee is also advised that the College has not engaged in any activity during the year which would require a change or introduction of an additional accounting policy.

3.3 Nevertheless, the Committee is asked to note that there will be changes ahead in 2026/27, owing to the implementation of income recognition policy amendments and the incorporation of operating leases onto the balance sheet.

3.4 The College is therefore continuing to work towards changes ahead, ensuring readiness for the new requirements this year. The College will provide further updates on the impact of the proposed SORP updates at a subsequent Committee meeting.

4 RESOURCE IMPLICATIONS

4.1 The successful compilation of the Financial Statements is dependent on compliance with these policies.

4.2 The College must ensure that its knowledge is up to date on all accounting policies to ensure the accuracy of the accounts that they prepare.

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 main risks in failing to adhere to accounting policies are to:

6.1.1 Going concern due to poor financial oversight and management of results;
6.1.2 operational failure as financial Statements are a prerequisite for contracts and for continued central funding, and
6.1.3 statutory non-compliance with sponsors and other bodies such as the Scottish Funding Council, Audit Scotland and, ultimately, the Scottish Parliament.

7 RECOMMENDATIONS

7.1 The Board is asked to:
7.1.1 Note and approve the proposed accounting policies contained within the appendix.

APPENDIX 1 STATEMENT OF PRINCIPAL ACCOUNTING POLICIES

Basis of Preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) 2019: 'Accounting for Further and Higher Education' and the 2024/25 Government Financial Reporting Manual (FReM) issued by the Scottish Government and in accordance with Financial Reporting Standards (FRS 102). The College is a public benefit entity and has therefore applied the public benefit requirements of FRS102. They conform to relevant parts of the Scottish Public Finance Manual (SPFM), the Accounts Direction and other guidance issued by the Scottish Funding Council.

The annual financial statements have been prepared on a 'going concern' basis. For further information refer to the Going Concern section in the Accountability Report on page 48.

Accounting Standards Issued but Not Yet Effective

At the date of approval of these financial statements, certain new or revised accounting standards and interpretations are not yet effective and have therefore not been adopted by the College. FRS 102 Amendments (Periodic Review 2025) has introduced changes to revenue recognition, lease accounting, and financial instruments presentation, which will be effective for accounting periods commencing on or after 1 January 2026. The College is currently undertaking a preliminary assessment of the likely impact of these changes and will ensure compliance in future reporting periods from 1 August 2026.

Basis of Accounting

The financial statements are prepared under the historical cost convention modified by the revaluation of land and buildings.

The accounting policies contained in the FReM apply International Reporting Standards as adapted or interpreted for the public sector context. Where the FReM is contradicted by the SORP, the SORP has taken precedence. The particular policies adopted by the College in dealing with items that are considered material to the financial statements are set out below.

Income recognition

Income from the sale of goods or services is credited to the Statement of Comprehensive Income (SOCI) when the goods or services are supplied to the external customers, or the terms of the contract have been satisfied.

Fee income is stated gross of any expenditure and credited to the SOCI over the period in which students are studying. Investment income is credited to the statement of comprehensive income and expenditure on a receivable basis.

Funds the College receives and disburses as paying agent on behalf of a funding body are excluded from the income and expenditure of the College where the College is exposed to minimal risk or enjoys minimal economic benefit related to the transaction.

Grant Funding

Government revenue grants including Funding Council block grant are recognised in income over the periods in which the College recognises the related costs for which the grant is intended to compensate. Where part of a government grant is deferred, it is recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate.

Grants from non-government sources are recognised in income when the College is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

Donations and endowments

Non-exchange transactions without performance related conditions are donations and endowments. Donations and endowments with donor-imposed restrictions are recognised in income in the SOCI at the point when the College is entitled to the funds. They are subsequently retained within a restricted reserve until such time that expenditure is incurred in line with such restrictions at which point the income is released to unrestricted reserves through a reserves transfer. Donations with no restrictions are recognised in income in the SOCI when the College is entitled to the funds.

Investment income and appreciation of endowments is recorded in income in the year in which it arises and as either restricted or unrestricted income according to the terms of the restriction applied to the individual endowment fund.

There are four main types of donations and endowments identified within reserves:

1. Restricted donations - the donor has specified that the donation must be used for a particular objective;
2. Unrestricted permanent endowments - the donor has specified that the fund is to be permanently invested to generate an income stream for the general benefit of the College;
3. Restricted expendable endowments - the donor has specified a particular objective other than the purchase or construction of tangible fixed assets, and the College has the power to use the capital;
4. Restricted permanent endowments - the donor has specified that the fund is to be permanently invested to generate an income stream to be applied to a particular objective.

Capital grants

Government capital grants are recognised in income over the expected useful life of the asset. Other capital grants are recognised in income when the College is entitled to the funds subject to any performance related conditions being met.

Fixed Assets

The College's buildings are specialised buildings and are revalued to fair value. They are revalued on a three-year cycle unless there is evidence of a material movement in them. Buildings, including the College's eco-house, are depreciated over their expected remaining useful economic life with no residual value, as assessed by an independent, qualified valuer. Land is not depreciated.

A full revaluation on land and buildings is carried out every three years with an interim indexation valuation annually or whenever market conditions require such a valuation.

Revaluation increases are recognised in Other Comprehensive Income with a corresponding entry to equity under the heading of Revaluation Reserve. except to the extent that the valuation reverses a revaluation decrease of the same asset previously recognised in Other Comprehensive Income.

Revaluation decreases in carrying amount are recognized directly in the statement of income and expenditure, except to the extent of any existing revaluation surplus in respect of that asset, in which case the decrease is recognized in Other Comprehensive Income to offset any previously accumulated revaluation reserve surplus.

Based on the most recent full revaluation as at 31 July 2024, buildings have been depreciated over their expected useful economic life within the following major components:

	Building Structure	Building services	Roof
Main Building	43 years	17 years	43 years
Annexe	52 years	17 years	52 years
Eco-House	27 years	12 years	27 years

The College employs a £10,000 threshold for capitalisation of fixed assets and assets purchased in year are only charged 6 months depreciation. Capital items that fall below the £10,000 threshold for capitalisation will be charged directly to the Income and Expenditure account in the period of purchase, and where applicable will have capital grant funding released against these items. This covers mainly lower value items from the college estate. Individual assets whose costs fall below the threshold but are of a similar type are grouped.

Where assets are purchased with the aid of government capital grants, they are capitalised and depreciated per the rates shown below. Government capital grants relating to specific capital expenditure on depreciable assets are treated as a deferred credit and are recognised in income on a systematic basis over the expected useful lives of the assets to which the grants relate.

A review for impairment of fixed assets is carried out at each reporting date.

Other fixed assets are carried at depreciated historical cost, which is used as a proxy for fair value. Depreciated historical cost is deemed to be more appropriate than revaluing other assets, as it is common for such assets to reduce in value, rather than increase, as they are utilised by the College.

Surpluses arising on the revaluation of the College's properties are transferred to the revaluation reserve. Additional depreciation on the revalued amount of these assets is transferred from revaluation reserve to unrestricted reserve together with any surplus or deficit on disposal.

Intangible Assets

Intangible assets are carried at fair value, these include software or development costs. They are amortised on a straight-line basis over estimated useful lives of four years. The college shall recognise an intangible asset only if:

(a) it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
(b) the cost or value of the asset can be measured reliably.

The College employs a £10,000 threshold for capitalization of intangible assets and assets purchased in year are only charge 6 months depreciation.

Depreciation

Depreciation is charged over the estimated useful life of the asset to the residual value of the asset where appropriate on a straight-line basis. Depreciation rates used are as follows:

Land	Land is not depreciated
Buildings	From 17 to 52 years
Furniture & Fittings	4 years
Computer Equipment	4 years
Intangible Assets	4 years
Plant & Equipment	From 10 to 25 years
Eco-House	From 12 to 27 years
Motor Vehicles	3 years

Stocks

Stocks are stated at the lower of cost and net realisable value.

Accounting for Retirement Benefits

All members of staff have the option of joining a pension scheme. The schemes currently open to members of staff are the Scottish Teachers' Superannuation Scheme (STSS) and the Strathclyde Pension Fund (SPF). These schemes are defined benefit schemes which are externally funded.

Full provision has been made for those pension costs which do not arise from external defined benefit schemes.

Defined Benefit Schemes

Defined benefit schemes are post-employment benefit plans other than defined contribution schemes. Under defined benefit schemes, the College's obligation is to provide the agreed benefits to current and former employees, and actuarial risk (that benefits will cost more or less than expected) and investment risk (that returns on assets set aside to fund the benefits will differ from expectations) are borne, in substance, by the College. The College should recognise a liability for its obligations under defined benefit schemes net of plan assets. This net defined benefit liability is measured as the estimated amount of benefit that employees have earned in return for their service in the current and prior periods, discounted to determine its present value, less the fair value (at bid price) of scheme assets. The calculation is performed by a qualified actuary using the projected unit credit method. Where the calculation results in a net asset, recognition of the asset is limited to the extent to which the College is able to recover the surplus either through reduced contributions in the future or through refunds from the scheme.

Strathclyde Pension Fund

The Strathclyde Pension Fund is a pension scheme providing benefits based on pensionable pay. The assets and liabilities of the scheme are held separately from those of the College. Pension scheme assets are measured using market values. Pension scheme liabilities are measured using a projected

unit method and discounted at the current rate of return on a high- quality corporate bond of equivalent term and currency to the liability. Contributions to the Scheme are determined by an actuary on the basis of triennial valuations using the Age Attained Method. Variations from regular cost are spread over the expected average remaining working lifetime of members of the schemes, after making allowances for future withdrawals. The amount charged to the SOCI represents the service cost expected to arise from employee service in the current period.

Scottish Teachers' Superannuation Scheme

The College participates in the Scottish Teachers' Superannuation Scheme pension scheme providing benefits based on pensionable pay. The assets of the scheme are held separately from those of the College. The College is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the income and expenditure account represents the contributions payable to the scheme in respect of the period.

Employment benefits

Short-term employment benefits such as salaries and compensated absences are recognised as an expense in the year in which the employees render service to the College. Any unused benefits are accrued and measured as the additional amount the College expects to pay as a result of the unused entitlement.

Cash and cash equivalents

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

Financial liabilities and equity

Financial liabilities and equity are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

Taxation

The College has been entered into the Scottish Charity Register and is entitled, in accordance with section 13(1) of the Charities and Trustee Investment (Scotland) Act 2005, to refer to itself as a Charity registered in Scotland. The College is recognised by HM Revenue and Customs as a charity for the purposes of section 505, Income and Corporation Taxes Act 1988 and is exempt from Corporation Tax and Capital Gains Tax on its charitable activities. The College receives no similar exemption in respect of Value Added Tax. Irrecoverable VAT is charged to SOCI in the year in which it is incurred.

Maintenance of Premises

The costs of maintaining College premises are charged to the SOCI in the year in which they are incurred.

Operating Leases

Costs in respect of operating leases are charged on a straight-line basis over the lease term. Any lease premiums or incentives are spread over the lease term.

Reserves

Reserves are classified as restricted or unrestricted. Restricted endowment reserves include balances which, through endowment to the College, are held as a permanently restricted fund which the College must hold in perpetuity. Other restricted reserves include balances where the donor has designated a specific purpose and therefore the College is restricted in the use of these funds.

Provisions, contingent liabilities and contingent assets

Provisions are recognised in the financial statements when:

a. the College has a present obligation (legal or constructive) as a result of a past event;

b. it is probable that an outflow of economic benefits will be required to settle the obligation; and

c. a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

A contingent liability arises from a past event that gives the College a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required, or the amount of the obligation cannot be measured reliably.

A contingent asset arises where an event has taken place that gives the College a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College.

Contingent assets and liabilities are not recognised in the Balance Sheet but are disclosed in the notes to the financial statements.

Changes in accounting policy

There were no changes in accounting policies in the year.

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Draft Financial Forecast Return (FFR): Commentary 2026 – 2029
REFERENCE	09
AUTHOR AND CONTACT DETAILS	Elaine McKechnie Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	• To explain how the financial forecasts represent the College's strategic plan. • To enable a full understanding of key aspects of the financial forecast. • To explain the actions taken by the College to remain sustainable and financially viable, including financial and non-financial impact of cost saving measures. • To explain the impact of any other scenarios considered by the College. • To explain any potential alternative options to reach a more optimal position for the College.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: • Note the contents of the report and the financial analysis attached; which was submitted to the Scottish Funding Council on 30 June 2026. • Note that the College remains committed to its endeavour to return to a balanced budget across the period of 2026 – 2029 but must be realistic in these forecasts to reflect only current, known circumstances. • Note that the FFR remains in 'draft' until such point that the Finance & Resource Committee and Board approve the forecasts for 2027/28 and 2028/29.
RISK	• Going concern - the College cannot financially support its operations due to reduced funding • Business risk – the College needs to drive commercial income but there is uncertainty of income due to unknown demand, competition, costs and regulations. • Reputation risk – the impact on staff and students of any strategic decisions it makes to secure the College's future viability. • Legal risks – potential exposure to lawsuits for failing to follow through due process and procedure fairly and in compliance with legislation and other external bodies, such the SFC. • Failure of financial controls – the Finance team is lean in number following the resignation of the Head of

	Finance in June 2026 and the ongoing absence of the Depute Head of Finance due to ill health. With such reduced headcount, the team is not sufficiently resourced to perform a vital level of scrutiny and oversight of financial data to ensure accurate reporting.
RELEVANT STRATEGIC AIM:	• Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• The report sets out the context for the FFR in relation to the College's strategic direction. Growth and innovation remain fundamental to the College's pursuit of future sustainability, considering growing cost pressures in the form of increasing pay awards and general inflationary increases. • The FFR confirms that the College will likely have a cash balance of £0.9M by 2028/29 but does have significant work to do to grow income streams now that there is a full complement of staff within the Business Innovation and Development (BID) team. • The College will continue to target greater collaboration and partnership working across the next 3 years to reduce reliance on SFC funding although notes significant barriers to this in the form of national bargaining and lack of ability for investment and borrowing to support new activity. • Within its alternative funding scenario presented in the FFR, the College remains open to bringing modern apprenticeships in house as its own managing agent. • The College commits to close financial monitoring and adherence to its financial contingency measures set out in section 8 to mitigate against risks.

1 INTRODUCTION

1.1. South Lanarkshire College's (SLC) Strategy 2030 underpins the FFR with its focus on four key priority areas:

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

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

1.1.3. **Growth and Innovation:** To provide an estate and digital infrastructure for 21st century learning, and to collaborate on innovative and mutually beneficial partnerships.

1.1.4. **Sustainability:** To be a future proofed independent and financially viable organisation able to invest and collaborate for growth and resilience, and to work towards achieving a Net Zero campus.

1.2. The College has had an external focus across the 2025-26 year and will continue to do so as it continues to work on shaping a devolution proposition for the Glasgow City Region.

1.3. These priorities are also reflected within human resource management policies and the College's estates approach to ensure alignment of activity that enables the fulfilment of an ambitious Strategy 2030. Together, they have been reflected in the forecasts in a variety of ways:

1.4. **Student experience:**

1.4.1. The College is planning to launch new provision, such as electrical engineering, and continues to expand its provision in response to demand within areas such as green skills, health and social care and English for Speakers of Other Languages (ESOL);

1.4.2. The enhancement of the Quality unit at the College to include Learning and Teaching and Innovation in 2025/26 will also continue to support teaching quality by ensuring continued professional development (CPD) for staff and the opportunity to explore and utilise digital pedagogy tools to enhance student experience.

1.4.3. The reallocation of Extended Learning Support within Student Services from Curriculum areas is expected to offer a more holistic support for students, ensuring that access to education is available and accessible for all. Furthermore, the inclusion of budget for student counsellors also supports the College in prioritising student wellbeing, with feedback and data to suggest that this service improves the likelihood of course completion for those students requiring additional support.

1.4.4. Towards the end of 2025/26, the College has also engaged in the services of an architectural consultancy to review the Campus design and make suggestions for improvements. The College has a clear focus on student needs and any material changes proposed for the Estate will centre on enhancing the learning environment for all students. Within capital grant amortisation, it is therefore assumed that a larger component of funding across 2026/27 and beyond will be used to implement more substantial design changes to the building which will afford a slower release of associated income across a longer period (40 years).

1.5. **People and Culture:**

1.5.1. The forecasts reflect at least the required accruals for pay awards as advised by the SFC, with an additional accrual in 2026/27 owing to up-to-date information on likely pay awards for lecturing staff (nearer 4%, not 3.4%).

1.5.2. There continues to be financial investment in Staff Development Days each year to support staff wellbeing and CPD. These activities are embedded within the College's employee engagement strategy in which staff voice is encouraged to ensure a transparent and fair work environment in which staff are valued and respected for their individual and collective contributions to the workforce.

1.5.3. A need for additional resource within People Services has been identified within budget 2026/27 at a cost of £50k to more fully support the heightened workload of the team, ensuring that the department can be responsive to staff needs on a timely basis.

1.6. **Growth and Innovation:**

1.6.1. The College intends to grow and diversify income to a greater extent in 2026-27 and beyond, following the appointment of a Head of Business Innovation and Development (BID) in May 2026.

1.6.2. This will take the form of growing full cost recovery course offerings within curriculum areas, investigation of new funded opportunities and greater utilisation of assets including the rental of spaces on campus by external third parties. As the longer-term financial plan is still being formed, the financial forecasts include growth in commercial income of £50k annually.

1.6.3. The College cannot commit to larger growth without a fully devised and realistic plan in place but recognises that it will likely benefit from additional funding streams that will naturally appear in response to changing Government priorities. However, the forecast assumes a worst-case scenario with 2026-27 funding streams (such as the Training Access Fund and Raising Income through Skills and Education) that have not been confirmed for 2027-28 and 2028-29 remaining excluded from subsequent years.

1.6.4. The College continues to expand partnership opportunities with the local authorities and other organisations but recognises that these are early-stage discussions and so no additional income, or quantified cost savings, have been detailed within these forecasts.

1.7. Given the continued absence of multi-year funding settlements and the lack of certainty over funding assumptions, it continues to be a financially volatile landscape in which Scottish Colleges operate. Nevertheless, SLC is committed to ensuring that the College is in a strong and sustainable financial position, with a strong focus on business innovation and income growth and diversification.

1.8. **Sustainability:**

1.8.1. The College continues to lead its Climate Change agenda in green skills and sustainability successfully each year however it cannot commit to longer term capital investment in heat pump technologies, solar panels or other technologies without capital funding to support it. These forecasts assume that capital funding will be utilised on building improvement and general equipment, not sustainability projects, despite the Colleges desire to contribute to a larger extent to its NetZero by 2040 goal.

1.8.2. The College continues to recognise savings in the form of energy sold back to the Grid, which is reflected as standard within these financial forecasts.

1.9. Following the College restructure across 2025/26, the College considers that its current business model and strategic plan to be appropriate at this time. While no material changes are currently planned, the College will continue to keep its position under review and retains the flexibility to respond to emerging opportunities, risks or changes in the operating environment.

2 REVIEW OF FINANCIAL PERFORMANCE 2025-26

2.1 2025/26 has remained a transitional year for the College, with new roles being established and recruitment activity still underway, which has delayed the full impact of the restructure. However, with most of these posts now filled during 2025/26, the College is well-positioned to drive greater sustainability and make meaningful progress in fulfilling Strategy 2030 in 2026/27 and beyond.

2.2 The appointment of a Head of Business Innovation and Development in May 2026 will further strengthen the College's ability to generate non-SFC income. This department will now focus on securing additional alternative funding opportunities and developing new collaborative initiatives with other Colleges and Universities, helping to expand South Lanarkshire College's regional and national footprint.

2.3 However, the College recognises that the 2025/26 management accounts were affected by the loss of certain income streams. In particular, the Clyde Maritime Funding allocation of £143k was subsequently revised to a mutually agreed value of £59k, a reduction of £84k, as the Glasgow City Region year 2 budget was reduced post-election. Only £14k was expended in 2025-26 with the residual £45k to be claimed across 2026-27. The College also experienced the loss of additional Employability funding from the local authority which had been promised but could not be supported on the conclusion of their fiscal budgets (£100k reduction).

2.4 The College has also experienced unprecedented levels of absence due to ill health this year, impacting significantly on temporary lecturing budgets and its associated cost of holiday pay. For the quarter to April 2026, absence at the College was 10% which was double the absence in the quarter to April 2025. The College now anticipates that the payroll cost will be £300k over budget in response to absence levels, having borne witness to an increased volume of additional hour timesheets being processed across April and May 2026.

2.5 Allowing for these recent developments in the financial forecast for 2025/26 from the submission of the Mid-Year Return (MYR) in March 2026 in which a proposed adjusted operating surplus of £338k was anticipated, the College now expects a full year adjusted operating deficit of £161k, as represented in the below table:

2.6 Table 1: Adjusted Operating Position (AOP)

Adjusted Operating Position		Budget £'000	MYR £'000	Full Year Fcst £'000
Operating (Deficit)/Surplus		(788)	(583)	(1,256)
	Depreciation	1,750	1,950	1,950
	Depreciation grant	(1,175)	(1,206)	(1,032)
Add:	Depreciation (net of deferred capital grant)	**575**	**744**	**918**
	Impairment loss			
	Non-Government Capital Grants (ALF capital grant)			
	Costs of middle management job evaluation exercised not r	-	177	177
	non-cash pension adjustment - net service cost			
	non-cash pension adjustment -net interest/(income)			
	non-cash pension adjustment - early retirement provision			
Adjusted operating (deficit)/surplus		(213)	338	(161)

2.7 While the College had limited control over the withdrawal of the above income streams, the College recognises that the equal phasing of temporary lecturing budgets across the year has not reflected the reality of course delivery patterns and staffing requirements which has limited ability to anticipate and manage costs effectively. An action has been taken to further refine budget setting and monitoring processes, ensuring discussion with curriculum areas and enabling earlier intervention to minimise costs where possible.

2.8 As at May 2026 year to date (YTD), 19% of the College's total income is made up of non-SFC, which continues the prior year trend of over an 80% proportion of funding relating to core funding from the SFC. A summary of the main non-SFC income is presented below.

2.9 *Table 2: Non-SFC income:*

Programme	AY 2022-23 £'000	AY 2023-24 £'000	AY 2024-25 £'000	AY 2025-26 (full year estimate) £'000	AY 2026-27 (budget) £'000
Skills Development Scotland: Apprenticeship Contract	411	500	561	496	***481***
Scottish and Northern Ireland Plumbing Employers' Federation (SNIPEF)	121	127	66	120	***120***
South Lanarkshire Council (School Provision)	225	257	286	243	***260***
Shared Prosperity Fund	-	188	73	-	**-**

South Lanarkshire Council Employability (the Rural Academy	189	160	210	238	***200***
University Partnerships	50	73	71	115	***100***
UK Research and Innovation Fund	-	20	195	160	**-**
Full Cost Recovery Programmes/Other Commercial	-	31	73	30	**80**
Energy Savings Partnership	-	-	25	40	***48***
STEP Discovery Phase	-	-	3	-	**-**
SLC Foundation Grants (revenue only)	-	81	115	38	**20**
SL Council: Renewable Energy Fund	-	-	-	20	**-**
SL Council: Sector Based Work Academies	-	-	-	71	**-**
Clyde Maritime Funding	-	-	-	14	**-**
Scottish Education Exchange Partnership	-	-	-	26	**-**
Scottish Government: Training Access Fund	-	-	-	-	***58***
Scottish Government: Raising Income through Skills and Education (RISE)					***265***
Total	**996**	**1,437**	**1,678**	**1,586**	***1,632***

2.10 The College has successfully grown its non-SFC income from £996k in 2022/23 to £1.632M in 2026/27 (64% growth), signalling an increasingly diversified commercial and partnership-based income profile.

2.10.1 Foundation Apprenticeships (FAs) school provisions continue to be successfully administered in liaison with South Lanarkshire Council and the College is keen to explore further opportunities with the Council and potentially other local authorities. Enhancement of existing services was evidenced during 2025/26 in which the College successful ran a series of Sector Based Work Academies in partnership with South Lanarkshire Council.

2.10.2 Modern Apprenticeships income remains the largest non-SFC income stream, but funding for 26/27 been impacted by a lower number of starts in 25/26 on which the forecast for 26/27 is based. There has been lower uptake in some of the higher value frameworks such as plumbing and construction. The College will seek to maximise this funding pot during the year with potential opportunity to request additional starts if required.

2.10.3 Arms-length Foundation grants have primarily supported the continuation free breakfasts and lunches for students and some small-scale curriculum-based projects, amounting to £38k of total revenue grants in 2025/26.

2.10.4 2025/26 bring opportunities to secure external project funding (e.g. Scottish Educational Exchange Programme, Clyde Maritime Funding, SL Council Renewable Energy Fund) but it does highlight the need for careful forecasting as these streams are inherently non-recurring and cannot be relied upon for long-term financial stability.

2.11 The College also recognises that Flexible Workforce Development Funding (FWDF) is likely to be announced shortly however it has not been included in 2026/27 budgets as there is no accurate means to forecasting the level of funding. It would be helpful if the SFC (in consultation with the Scottish Government) could work towards the alignment of additional funding streams with college budget planning cycles and submissions to ensure more meaningful and accurate financial forecasts.

2.12 For 2026/27, the projected split of non-SFC income to SFC-income is 82% and 18% respectively. However, this is driven by the larger proportion of SFC income (a £1.5m uplift) through core grant funding in 2026/27.

3 INCOME ASSUMPTIONS

3.1 SFC grant income for 2026/27 is in accordance with the AY 2026/27 final college sector funding allocations issued on 03 June 2026.

3.2 Changes in tuition fee income and other income: The tuition fee rate of £125 has been increased to £128 for 2026/27. While the College's credit target remains unchanged year on year, the College continues to assume consistent student numbers of circa 5,000 for budget purposes, which reflects the consistent credit target allocations.

3.3 Year-on-year movements in other sources of income contains best estimates of proposed activity in the year. Apprenticeships and school provisions continue to be positive engagements for the College.

3.4 Commercial income: The budget for 2026/27 contains £150k of full cost recovery/commercial provision and this is expected to grow by £50k annually across 2027/28 and 2028/29. The College targets a minimum 30% net contribution from such activity. Income diversification is an attractive prospect for the sector however as is widely known, there can be limitations to achieving it due to difficulties in competing with private sector businesses that inevitably have lower fixed cost bases (in the form of staff costs); weak liquidity limiting the sector from expanding its offerings if further capital investment were needed and the general lack of fiscal flexibility on public bodies to fully exploit commercial opportunities

3.5 Owing to the delay in recruiting a Head of Business Innovation and Development and slow recruitment in other key positions within the team, the College's pursuit for income diversification remains in its infancy and as such it is not possible to quantify to its fullest extent currently. However, 2025/26 has now established the required resources and skills to enhance this income stream in 2026/27 and beyond and the initial projections embedded in the budget are realistic.

3.6 The Business Innovation and Development team will target growth in other funded opportunities, utilisation of assets including Campus rentals and growth of full cost recovery provision within curriculum areas to bolster income levels.

4 PAY EXPENDITURE ASSUMPTIONS

4.1 Pay awards are expected to total at least 9% across the next 3 years in line with the key assumptions explicitly set out by the SFC.

4.1.1 2026-27: 3.4%.
4.1.2 2027-28: 3.0%.
4.1.3 2028-29: 2.6%.

4.2 However, owing to up-to-date information on national bargaining in June 2026 to suggest that the lecturing staff pay award for 2026/27 will be 3.75%, the College has prudently included a provision of 4% for lecturing staff and 3.4% for professional services staff, of which the Board was supportive. The impact of the additional accrual for lecturing staff pay award is a further £50k cost, including oncosts.

4.3 For support staff, the College continues to account for job evaluation costs based on Colleges Scotland costings from 2018. This is currently held as a provision within the accounts, in line with the treatment set out in the 2024/25 accounts.

4.4 Pension cost forecasts reflect known and expected changes to employer contribution rates. FRS 102 pension adjustments have been excluded from the forecasts.

4.5 There are no further plans for voluntary severance in 2026/27 and beyond.

4.6 The Pay expenditure budget for 2026/27 includes a full year of provision for all existing staff on record in June 2026.

4.7 The £0.8M increase in the 2026/27 payroll budget to £15.5M from the 2025/26 expected outturn of £14.7M is explained by the following.

4.7.1 The impact of the likely pay award for 2026/27 including oncosts equates to £500k;

4.7.2 The full year impact of the Strathclyde Pension Fund (SPF) employer rate increases from 1 April 2026 from 9.4% to 17.5% adds a further £250k cost to the payroll budget;

4.7.3 There is a recognised need for additional staff resource within People Services, Facilities, Public Affairs and Marketing at a likely cost of £300k; and

4.7.4 The full year impact of posts that were in budget 2025/26 but only filled mid-year represents a further on cost of circa £250k for full year provision.

4.8 This is partially offset by

4.8.1 An anticipated reduction in temporary lecturing costs across 2026/27 owing to the unprecedented high levels of absence in 2025/26 which will be closely monitored going forward (circa £200k).

5 NON-PAY EXPENDITURE ASSUMPTIONS

5.1 The FFR has assumed an annual target inflationary increase of 2% across 2026 – 2029.

5.2 Many service contracts continue to incur as much as a 5% increase in price and so it is not possible to reflect significant savings. An increase of 5% per annum in other operating expenditure has been added cumulatively each year into this financial forecast.

5.3 However, as a partial offset to cost increases, 2026/27 budgets have been creating using a ground-level approach across all departments and this has enabled a more granular level of detail to projected expenditure, bringing transparency and removing the need for bulk accrued expenditure for unexplained requirements.

5.4 Furthermore, procurement activity continues to realise cost efficiencies annually and due to two recent Digital and People Services system installations, 2026/27 is likely to be a year of consolidation of costs in which the need to run two systems in parallel is removed on completion of the new system launch (circa £80k reduction).

6 BALANCE SHEET – CASH PROJECTIONS

6.1 The Cashflow position is of concern to the College, although this has been favourably impacted in 2026/27 thanks to the recent confirmation of SFC funding for 2026/27 in which the College is receiving a £1.5m uplift.

6.2 Cash balances at 2025/26 are now expected to land around £1.5M, with £1.8M predicted by 2026/27, £1.8M by 2027/28 and £0.8M by 2028/29. This is consistent with the most recent cashflow return submitted to the SFC on 19 June 2026.

6.3 Owing to continued pressures from staff pay awards, cash reserves will continue to be depleted and so there is a clear requirement for income growth and diversification to financially sustain the College in the future.

6.4 Daily and monthly cash flow monitoring continues at the College with monthly financial reporting having been rolled out across 2025/26 and brought to the Senior Leadership Team meeting monthly. Since the start of 2026, budget holders meet with finance staff to review their own individual budgets, and further work is ongoing to enhance these processes in 2026/27.

7 ALTERNATIVE FUNDING SCENARIO

7.1 The College would highlight that the alternative funding scenario provided within the FFR has not yet been fully scoped out, which is only now being embedded following key appointments into the Business Innovation and Development (BID) team that will investigate new funding streams and collaborations.

7.1.1 The College is aware of potential opportunities to collaborate with other Colleges, Universities and local authorities and in the absence of centralised funding, this may be a way to boost funds with greater longevity and likelihood of growth. The College's model for Foundation Apprenticeships is highly successful and could also be replicated

across other local authorities to meet skills gaps in Scotland. This will need to be taken forward by the BID team.

7.1.2 The College recognises that the use of managing agents within Modern Apprenticeships can result in as much as 40% of income being top sliced by the agent prior to the College receiving its share of funding. This often requires the College to top-up funding by way of credits which restricts the College's ability to use these credits for another curriculum course. Bringing modern apprenticeships in house would come with some cost and while the College doesn't have any immediate plans to do so in 2026/27, it remains open to this idea as a medium-term consideration to increase revenue growth.

7.1.3 Additionally, the College has no justification currently to overinflate predictions of other revenue grant or non-SFC capital grant releases which cannot be accurately forecasted at this time. However, the Scottish Funding Council is asked to note that the College will do all it can to ensure significant growth of all non-SFC income streams but without certainty of timing and quantum, the provisions in the alternative funding scenario remain balancing figures to support the return of the College to a balanced budget.

7.1.4 The College also anticipates increasing its international presence, potentially through collaborate projects and has therefore incorporated £15k, £30k and £50k as baseline estimates across the next three years.

7.2 As stated in the prior year FFR, the College maintains its stance that it does not anticipate the roll out of a further Voluntary Severance scheme within the next three years as this would signal a significant reduction in the size and scale of course offerings at the College and would not be in keeping with the requirement for the College to service demand and meet the skills gaps in the region. It would also be too costly to deliver.

8 FINANCIAL CONTINGENCY PLANNING

8.1 The College has been relatively well sheltered from financial problems facing many other colleges, but it does understand that its reserves are being depleted at a quickening pace and it needs to closely monitor all income and expenditure to reduce unnecessary spend and enhance income potential.

8.2 The College recently hosted a Board Development Day on 26 June 2026 during which the topic of Income Diversification was explored with areas for priority identified and discussed with the College Management Team. A key takeaway from this session was for the College to determine a longer-term financial plan that will contain meaningful targets for income growth to better support more sustainable finances. The College will be happy to meet with the SFC Finance Business Partner to walk through its Financial Sustainability Plan in Autumn 2026 following Board approval.

8.3 In terms of current financial contingency measures:

8.3.1 The College remains committed to communicating with stakeholders at the earliest opportunity, including the Royal Bank of Scotland and the Funding Council, should the plan materially deviate from budget with no ability to remediate internally.

8.3.2 The College constantly horizon scans and remains vigilant to risks internally and externally which may have a negative financial implication. Forward planning is a key component of financial contingency planning at the College, enabling a potential change of direction to mitigate or reduce an adverse financial impact that may be about to surface.

8.3.3 The College acknowledges that borrowing and investment are not permitted within the sector; however, at the request of the Board of Management, it continues to raise this issue with Government. A formal letter was submitted to the SFC during 2025/26 seeking support on this matter.

8.3.4 The College considers submitting bids to the South Lanarkshire College Foundation for funds for any projects that meet the objectives of the Trust and the approval of its Trustees;

8.3.5 The College remains vigilant to its cash position and if necessary, would seek to negotiate with any larger creditors or staggered payment of balances to avoid any short term cashflow problems.

8.3.6 Similarly, the College is looking to invest in staff resource within the finance team in 2026/27 to strengthen debt management procedures and ensure effective and timely collection of income due from students, employers and businesses.

9 EQUALITIES

9.1 While there are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report, there is the recognition that there continues to be a denial of student places at the college due to the reduction in credits and the cap on funding.

10 RISK MANAGEMENT AND ASSURANCES

10.1 The following risks have been identified by the College:

10.1.1 **Going concern** - the College cannot financially support its operations due to reduced funding.

10.1.2 **Business risk –** the College needs to drive commercial income but there is uncertainty of income due to unknown demand, competition, costs and regulations.

10.1.3 **Reputational risk –** the impact on staff and students of any strategic decisions it makes to secure the College's future viability.

10.1.4 **Legal risks** – potential exposure to lawsuits for failing to follow through due process and procedure fairly and in compliance with legislation.

10.1.5 **Failure of financial controls –** the Finance team is lean in number following the resignation of the Head of Finance in June 2026 and the ongoing absence of the Depute Head of Finance due to ill health. With such reduced headcount, the team is not sufficiently resourced to perform a vital level of scrutiny and oversight of financial data to ensure accurate reporting.

10.2 The College therefore provides the following assurances in the form of mitigating actions against these risks:

10.2.1 In general, the College risk register continues to be actively monitored by the College although it is noted that the College faces many risks which cannot be controlled due

to the political and social economic environment in which it operates. However, for 2026/27, each College department must ensure that its detailed operational risk register is up to date and regularly monitored so that it can feed up into the strategic risk register if local-level issues need to be escalated.

10.2.2 **Going concern**: The continued review of key business support area expenditure by procurement to ensure compliant spend will continue to generate better cost control with potential for savings as costs are aligned to APUC framework agreements. Moreover, with the new Head of BID now in post since May 2026, the enhanced focus on collaboration, partnerships and business innovation will potentially unlock lucrative funding opportunities for the College however this will take time to establish.

10.2.3 **Business risk:** The College has a bid review process in place to enable the Senior Leadership Team consideration of new funded opportunities and projects ensuring that any planned activity fits with the aims of Strategy 2030 and the risk appetite of the Board of Management.

10.2.4 **Reputational risk:** Alongside effective governance to reduce the likelihood of reputational risk, the College has also created a Public Affairs Manager post within its budget 2026/27, recognising a need for a strategic, outward-facing role that protects the college's reputation, strengthens its influence, and ensures it is heard in national policy discussions.

10.2.5 **Legal risks:** The College has an effective working relationship with its legal advisors following their appointment during 2025/26 and this helps to ensure that exposure is minimised in relation to any legal matters.

10.2.6 **Failure of Financial controls**: The College is currently recruiting an interim Finance Director to provide much needed expertise for year end and statutory reporting processes, in addition to an interim Head of Finance and a fixed term Finance Advisor. It is hoped that the additional resource will enable the team to establish robust processes, enabling cross-cover of tasks and an opportunity to upskill the wider team in month end and year end tasks where appropriate.

11 RECOMMENDATIONS

The Scottish Funding Council are asked to:

- Note the contents of the report and the financial analysis attached; which was submitted to the Scottish Funding Council on 30 June 2026.
- Note that the College remains committed to its endeavour to return to a balanced budget across the period of 2026 – 2029 but must be realistic in these forecasts to reflect only current, known circumstances.
- Note that the FFR remains in 'draft' until such point that the Board approves the forecasts for 2027/28 and 2028/29.

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Review of Actuarial Assumptions, Strathclyde Pension Fund 2025-26
REFERENCE	10.0
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal – Finance, Resources & Sustainability; elaine.mckechnie@slc.ac.uk
PURPOSE:	To request Members' agreement to actuarial assumptions used in the production of pension asset/liability valuations by Hymans Robertson for inclusion within the 2025-26 financial statements.
KEY RECOMMENDATIONS/ DECISIONS:	Members are requested to: • note the contents of this report and the initial assessment performed by College Finance as to the appropriateness of actuarial assumptions; • note the simplified guide for Boards and Finance Committees included in appendix 1; and • agree that the assessment performed by College Finance is appropriate and conclude that no changes to key assumptions is required.
RISK	• Non-compliance - pension valuations are required under Financial Reporting Standard FRS102 and SORP. • Good governance - management must assess assumptions used in the calculation of pension scheme obligations to ensure accurate financial records.
RELEVANT STRATEGIC AIM:	• The Student Experience • Culture and People Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• It is recommended that Members accept the standard assumptions used by the Actuary, Hyman Robertson. • The rational for using standard assumptions is that: 1. The membership of the Scheme is like other organisations within the Strathclyde Pension Fund; 2. Salary increases are agreed nationally, not at a local level; 3. and the discount rate and CPI for pensions increase are both market derived which is reasonable. • Based on the above, there is very little room to make significant changes and while salary growth rates could differ between colleges based on differing role requirements and staff turnover rates, the College would not advise a deviation in rate as this would

	have the least amount of impact on the figures in the report. • The College has provisionally accepted these assumptions for use within the financial statements and this will be communicated back to Audit Scotland as part of the Annual Audit process for 2025-26 in due course.

1. INTRODUCTION

1.1 This paper provides an overview of the assumptions used by the actuarial consultants engaged by the sector for the valuation of the Strathclyde Pension Fund assets and liabilities for disclosure within the annual statutory financial statements and, in italics font, the College's own internal assessment of those actuarial assumptions.

2 BACKGROUND

2.1 As the actuary to the Local Government Pension Scheme (LGPS) fund in which the College participates, Hymans Robertson provide a set of default accounting assumptions for a 'typical LGPS employer'. Their default assumption setting approach applies to all accounting disclosures (unless otherwise stated) and the broad methodology is discussed in advance with the National Audit Office. Whilst they propose default assumptions for LGPS employers, the accounting assumptions adopted are ultimately the responsibility of the College, based on actuarial advice. Hymans Robertson therefore expect Audit Scotland, as the College's auditors, to challenge management about the appropriateness of assumptions chosen for their disclosures.

2.2 Audit Scotland therefore need to consider the College's internal assessment of actuarial assumptions. The assessment made by the College must be evidenced and Management needs to be satisfied with the assumptions used.

2.3 Consideration by the College must be given to any relevant, regional or College specific demographic that may alter a disclosure in our financial statements.

3 ACTUARIAL ASSUMPTIONS

3.1 The main actuarial assumptions to be used in the 2025-26 pension fund valuation are as follows:

3.2 **Discount Rate**

3.2.1 FRS102 states that the discount rate used to place a value on the obligations should be determined by reference to market yields on high quality corporate bonds at the reporting date. The currency and term of the high-quality corporate bonds used to set the discount rate should be consistent with the currency and term of the obligations.

3.2.2 It is noted however that the discount rate should reflect the 'term' of the benefit obligation, being the weighted average time until payment of all expected future discounted cashflows in line with differing membership profiles and demographic assumptions. To take account of divergence across all employers, Hymans Robertson have created two additional category durations within the 2026 valuation, with an ultra-short and ultra long category now added to the previous categories of short, medium and long. In all cases, the discount rate has increased by 0.35% which mirrors the increasing yields on high-quality corporate bonds. A higher discount rate means less money is needed today to fund the same future pension payments, which results in the accounting value of the pension liability falling.

3.2.3 The College Finance Team's view is that the rate is a market-based assumption and there is very little room to make change to this rate. There is no justification for making any changes to this at a local level.

3.3 **Retail Price Inflation (RPI)**

3.3.1 This assumption is derived from yields on fixed interest and index linked Government bonds and is consistent with the derivation of the discount rate. Hymans Robertson use a market implied inflation curve over a range of maturities.

3.3.2 The College Finance team view is that there are limited grounds to challenge or change Hyman's RPI assumption as it is based on observable market data, consistent with the discount rate above and is based on a market-implied inflation curve, not simply a subjective long-term estimate.

3.4 **Consumer Price Inflation (CPI) – Pension Increases**

3.4.1 Pension assumptions are set in line with CPI. As market in CPI linked bonds does not exist, Hymans Robertson estimate the long-term gap between RPI and CPI to derive a CPI assumption. Their estimate is based on analysis of past and emerging future trends in gap in these indices and provides an average gap for each of the durations.

3.4.2 The College Finance team believe this to be a reasonable assumption at Fund level. The Actuary is best placed to analyse trends. Pensions are set by the Strathclyde Pension Fund not at local council level and therefore it is reasonable and appropriate to use a national growth / inflation rate in anticipating growth in pensions nationally.

3.5 **Salary Growth**

3.5.1 Default assumption is set relative to the derived CPI assumption at the reporting date using the same methodology as the latest funding valuation for the Strathclyde Pension Fund and other LGPS funds.

3.5.2 This assumption is reasonable and ensures consistency. Pay Award is set at a national level for all colleges so ensures consistency of approach. It is also consistent with triennial valuation assumptions. This is an area where the College could adjust assumption by a large amount (if appropriate) but it would have the smallest impact on the liability figures.

3.6 **Longevity Assumptions**

3.6.1 Setting appropriate life expectancies remains a key assumption for accounting disclosures, particularly as the country deals with the ongoing impact of Covid-19 and the cost-of-living crisis. Allowance has been made for the latest available life expectancy improvement tables with appropriate parameters to capture the latest available longevity data.

3.6.2 The College is unable to accurately predict death rates at a local level. The use of the national statistic available to all pension funds ensures consistency in approach.

3.7 **Other Demographic Assumptions**

3.7.1 This includes assumptions around commutation, withdrawal and ill-health retirements. Hymans Robertson use the same demographic assumptions as the latest funding actuarial valuation.

3.7.2 This is at a Fund level, not a local level. The College Finance team have considered the appropriateness of these assumptions since the last triennial review and do not consider that any significant withdrawals from the scheme or ill-health retirements need to be taken into consideration that might change any assumptions.

4 RESOURCE IMPLICATIONS

4.1 Consideration of actuarial assumptions by the College is standard practise each year during the production of the annual pension obligation statement for disclosure in the financial statements.

4.2 The College is invoiced for the provision of their actuarial services annually, as is required under accounting standard FRS102. The College has been advised that the total cost incurred to produce Actuarial reports is £3,635 + VAT. This has been accrued into the 2025-26 Financial Statements.

5 EQUALITIES

5.1 All members of staff are eligible to join the appropriate superannuation scheme for their category of staff (i.e. lecturing or support) and are encouraged to do so. Staff are automatically enrolled into the appropriate scheme but can decide to opt out.

5.2 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report. It is important that the pension assets and liabilities are valued appropriately for the benefit of all staff.

6 RISK AND ASSURANCE

6.1 Financial Reporting Standard FRS102 and the SORP require institutions to recognise an estimate of its pension obligations in their financial statements. Failure to devise and assess suitable assumptions and measurements of pension assets and liabilities would put us at risk of non-compliance and failure to undertake management responsibilities in relation to maintaining accurate financial records.

6.2 Annual calculations of pension obligations and triennial fund valuations help to assess pension fund performance and bring awareness to those risks however the College cannot directly influence or mitigate any risks associated with the scheme.

6.3 In terms of the pension scheme, there are several risks:

6.3.1 **Longevity risk** – pension schemes need to pay income to beneficiaries for longer periods of time due to longer life expectancies.
6.3.2 **Investment risk** – poor investment returns meaning insufficient funds for beneficiaries; and
6.3.3 **Drawdown risk** – multiemployer pension plans could run out of money (such as a Local Government Pension Scheme like the Strathclyde Pension Fund).

6.4 The reporting of these risks ultimately sits with Hymans Robertson, professional actuarial advisors to the College. Employing the services of a qualified actuary also gives the College the most informed and consistent measurement of scheme assets and liabilities possible. The management of investment and drawdown risks ultimately rests with those charged with managing the funds and getting the funding strategy right is critical to the achievement of this.

7 RELIANCE ON PROFESSIONAL ADVISORS

7.1 It is worth noting that the College relies heavily on the actuary's technical expertise in devising suitable assumptions for the valuation of the pension assets and liabilities. While the actuaries would accept a challenge from the College to any assumptions made, it would not be common practice for us to question or doubt these assumptions as it is assumed that as the contracted advisors to the College, their assumptions will be the most appropriate. The College can also take comfort from the view of the external auditors, Audit Scotland, that they are content with the approach taken, and the indices and factors used, by Hymans Robertson.

7.2 Given that College uses Hymans Robertson's IAS 19 disclosures, a departure from the supplied inflation assumption would generally need:

7.2.1 a clear actuarial rationale;
7.2.2 agreement from the external auditor;
7.2.3 evidence that the alternative provides a more reliable estimate; and
7.2.4 consistency with IAS 19/FRS 102 best-estimate principles.

7.3 In the absence of those factors, the College supports the adoption of the actuary's assumption as standard approach. A full guide to actuarial assumptions as produced by Hymans Robertson is attached to this memo. Furthermore, some simplified explanations of pension assumptions is also contained in appendix 1.

8 RECOMMENDATIONS

8.1 Members are recommended to:

8.1.1 note the contents of this report and the initial assessment performed by College Finance as to the appropriateness of actuarial assumptions;
8.1.2 note the simplified guide for Boards and Finance Committees included in appendix 1; and
8.1.3 agree that the assessment performed by College Finance is appropriate and conclude that no changes to key assumptions is required.

Appendix 1: Pension Valuation Assumptions: A Simplified Guide for Scottish FE College Boards and Finance Committees

What is the actuary trying to assess?

The actuary is trying to answer one simple question:

"How much money would we need today to pay all the pensions that have been earned so far?"

Unfortunately, the answer involves predicting the future for the next 60+ years. Nobody knows exactly what will happen, so the actuary makes a series of assumptions. It is like calculating the cost of raising a newborn child in the years ahead. You need to make assumptions about:

- inflation
- future earnings
- university costs
- life expectancy

The College's pension valuation works in the same way.

The Big Three Assumptions

For most Scottish colleges and Local Government Pension Schemes (LGPS) valuations, there are three assumptions that drive almost everything.

1 Discount Rate

"If I need to pay someone £100 in the future, how much do I need today?"

As an example, imagine:

- £100 payable in 20 years
- Invest at 2% and you'll need about £67 today
- Invest at 5% and you'll need about £38 today

The higher the discount rate, the smaller the pension liability

The lower the discount rate, the larger the pension liability.

A higher discount rate therefore signals good news for the balance sheet

2 **Inflation / Pension Increase Assumption**

Most LGPS pensions increase with inflation.

If inflation is higher:

- pensions rise faster

- future payments are bigger
- liabilities increase

Example:

Joe Bloggs receives £10,000 pension.

If inflation averages:

- 2% then the pension will grow slowly
- 5% then the pension will grow much faster

A higher inflation assumption means a larger pension liability.

3 **Life Expectancy**

How long will members live?

Example:

If pensioners live:

- 20 years after retirement

  versus

- 25 years after retirement

The Fund pays pensions for 5 extra years, which will cost money. Therefore, a longer life expectancy leads to a larger pension liability.

The Golden Rule

Remember:

Assumption	Impact on Liability
Discount rate ↑	Liability ↓
Inflation ↑	Liability ↑
Life expectancy ↑	Liability ↑

Net Discount Rate

This is often the most important number that the actuary reviews and is defined as follows:

Discount Rate – Pension Increases

Example:

	Year 1	Year 2
Discount rate	5.0%	6.0%
Pension increases	2.5%	3.0%
Net discount rate	2.5%	3.0%

Although inflation increased year over year, the discount rate has increased more.

The result is that liabilities reduce. This is why many FE colleges have reported large actuarial gains in recent years.

Other Assumptions

Salary Growth

For active employees:

What will salaries increase by?

Higher salary growth means:

- bigger future pensions
- bigger liabilities

This is usually less important than discount rate.

Retirement Age

When will people retire?

If members retire earlier, pensions will need to be paid over a longer timeframe. If members retire later, pensions are payable over a shorter timeframe.

Earlier retirement generally increases liabilities.

Commutation

Many members swap part of their pension for tax-free cash.

The actuary estimates how many will do this and it is usually a small assumption.

Withdrawal Rate

How many staff leave before retirement?

If a high proportion of staff leave, there will be fewer pension benefits paid, resulting in a lower liability.

Why Do Liabilities Jump Around So Much?

The balance sheet figure is incredibly sensitive to the discount rate.

Imagine the College has a LGPS liability of £100 million.

A change of only 0.5% in the discount rate can easily move the liability by several million pounds.

That is why discount rates matter more than almost anything else, pension gains and losses can be substantial and the College can appear £10m richer or poorer without any cash changing hands.

HYMANS ROBERTSON

Briefing note

Local Government Pension Scheme Accounting as at 31 July 2026

Key considerations, employer options and assumptions



Adrian Loughlin
Head of LGPS Accounting



Steven Tart
LGPS Accounting Delivery Lead

Key considerations at 31 July 2026

Accounting surpluses and net asset restrictions ('asset ceilings')

Market conditions remain favourable, indicating that many LGPS employers will show accounting surpluses (net asset positions) in FRS102 balance sheets at the 31 July 2026 year-end.

The accounting standard restricts (by way of an 'asset ceiling') the amount of surplus that you may be able to disclose at 31 July 2026. Employer and fund-specific factors need to be considered to determine an asset ceiling and there is no single and/or correct approach to follow for any given type of LGPS employer. However, we have had advance and comprehensive discussions with a wide range of audit bodies and audit firms about what is required to determine an asset ceiling within the LGPS.

Ultimately, the adopted approach is for the employer to decide for its own accounts, noting that we understand auditors wish to see clearly set out rationale for any decisions made. To assist you and your auditor with this complex topic, you can request from us an asset ceiling commentary, considerations and calculations paper for your 31 July 2026 position.

Any adjustments made at accounting year-ends will have a knock-on impact to the net asset reconciliation within the revenue account, both the Profit & Loss (P&L) and the Other Comprehensive Income (OCI), and to the P&L projections for the following year.

In your accounting request submission, please confirm which year-end adjustments (if any) you would like us to allow for within your 31 July 2026 FRS102 results. Note, incorporating these figures comes at an additional cost to the standard reporting set out in the initial correspondence.

What data will be used in my report?

The LGPS Fund you participate in will provide us with the necessary data to prepare your results. These include employer and employee contribution data, asset return information and any other supplementary data which may be relevant for your individual circumstances (e.g. details of early retirements which have occurred over the period, individual unfunded membership data where these have historically been awarded, transfers of membership in or out over the period etc).

Within your accounting request submission you will be asked to confirm your closing asset and obligation figures (including any asset ceiling adjustments) for 31 July 2025 to help us prepare your results.

Any outstanding data queries or delays in receiving investment return information from the Fund, will lead to delays in the preparation of your results. Where queries relate to your closing position for 31 July 2025 or prior years, these queries will be sent directly to you to resolve in a timely manner.

How will queries from my auditor be dealt with?

As part of their standard processes, auditors are generally being required to do more detailed work and as a result, are asking more questions of you, the Fund and the actuary. In the first instance, to minimise queries (and additional fees) audit teams can often find the answers in the comprehensive Accounting Covering Report which is issued alongside your FRS102 results. Ensuring all documentation provided for the exercise is shared with your auditor will help to reduce the number of queries required from auditors to sign off your accounts.

Most small clarification questions on your accounting figures will be answered at no additional cost. However, there will often be an added cost to you for us answering complex audit or accounting queries, and verifying figures provided to your auditor. We will agree a fee with you in advance of carrying out such work.

How will inflation experience be allowed for in my disclosures?

LGPS benefits (in payment and those accruing) increased by 3.8% in April 2026, in line with government past practice of linking the annual Pensions Increase Order to the CPI figure from the preceding September. This increase will most likely be higher than the long-term CPI assumption used in your 2025 disclosures, leading to a 'loss' on your obligations. To help reduce auditor queries, we automatically provide a monetary impact figure within your balance sheet results to aid understanding. Our future CPI assumption also allows for observed CPI experience since September 2025.

How will pass-through employers be treated?

Many LGPS employers now award contracts to new admitted bodies via a "pass-through" agreement. We are aware that the treatment of these pass-through employers within FRS102 disclosures is currently being discussed in LGPS audit circles. Unless instructed otherwise, our default approach will be to automatically include the assets, liabilities and cashflows relating to pass-through employers on the awarding employer's balance sheet. This is consistent with the approach to pooling for funding purposes at the most recent valuation.

If you have any questions about your options or would like to arrange a call with the actuary (which could also include your auditor), please contact our accounting specialists on LGPSCentralAccountingTeam@hymans.co.uk

Employer options

The following options are available on request to enhance understanding of your specific results and ease explanation of your results to any interested parties. These options can be selected within your accounting request submission and will be issued at the same time as your FRS102 results:

Enhanced Service 1 – Supplementary Paper

An additional paper explaining the key movements on your specific numbers over the year. This would include the financial impact of each different market movement on your 31 July 2026 results (compared to 2025). The paper aids understanding of your figures and helps with questions from directors, committees and auditors.

Enhanced Service 2 – Slide Deck

A slide deck and accompanying script to enable easy presentation of your results to your stakeholders. The slides and script summarise your key accounting figures and provide a breakdown of all the movements that have taken place in 2025/26.

Enhanced Service 3 – Asset ceiling commentary, considerations and calculations paper

An additional paper providing a detailed guide to this complex topic using your own figures. This will set out the results of your asset ceiling calculations, how they would impact the closing balance sheet and the different factors that could determine which approach you can follow as an employer.

It is our understanding that the rationale behind an employer adopting a certain asset ceiling approach is required by auditors. **We therefore recommend an asset ceiling paper is requested.**

Enhanced Service 4 – Do you want to apply an asset ceiling at 31 July 2026?

Where you have requested an asset ceiling paper (Enhanced Service 3), we will automatically apply the asset ceiling adjustment set out in the paper within your 31 July 2026 FRS102 results.

However, you may wish to opt out of the automatic adjustment and prefer to leave the FRS102 report with no year-end asset ceiling adjustment until you have confirmed the approach and proposed figure with your auditor. In this scenario, we are able to apply the asset ceiling adjustment to an updated report at a later date, noting there is a set additional cost for this.

Enhanced Service 5 – Did you apply an asset ceiling at 31 July 2025 (and 31 July 2024)?

For employers who made an asset ceiling adjustment at 31 July 2025 (and 31 July 2024), there is a knock-on impact to the 2025/26 (and 2024/25) reconciliations within both the P&L and the OCI. As a result, there are disclosure options for your 31 July 2026 year-end reporting which can be selected within your accounting request submission for us to capture these adjustments.

Note, all enhanced services come at an additional cost to the standard reporting fees which are set out in the initial correspondence communicated by the LGPS fund(s) you participate in.

Assumptions

From listening to LGPS employers, we understand the importance of the pension figures disclosed in your accounts. We recognise that they can have a material impact on your ability to carry out your normal business function. The pension figures, in both the balance sheet and revenue account, are heavily dependent on the choice of actuarial assumptions.

As the actuary to the LGPS fund in which you participate, we provide a set of default accounting assumptions for a 'typical LGPS employer'. Our default assumption setting approach applies to all accounting disclosures (unless otherwise stated) and the broad methodology is discussed in advance with the National Audit Office. Whilst we propose default assumptions for LGPS employers, the accounting assumptions adopted are ultimately the responsibility of your organisation's directors (or equivalent) based on actuarial advice. We expect auditors to challenge management about the appropriateness of assumptions chosen for their disclosures.

We therefore strongly recommend that you consider the suitability of the default assumptions methodology to your specific organisation. It is up to you to determine how to proceed with the choice of assumptions.

Should you wish to use different, employer-specific assumptions to the default assumptions detailed below, please let us know as part of your accounting request submission, noting that there will be an additional cost.

Default financial assumptions (indicative)

This table shows our default financial assumptions at 31 May 2026 (with our *31 July 2025 assumptions* included for comparison purposes), with details on the methodology explained further on page 5. Note the final assumptions for the 31 July 2026 year-end will be updated to reflect market conditions as at the accounting date.

Assumption	**Weighted average duration at most recent valuation**				
(% p.a.)	**Ultra Short**	**Short**	**Medium**	**Long**	**Ultra Long**
Discount Rate	**5.90%**	**6.10%** *(5.75%)*	**6.15%** *(5.80%)*	**6.20%** *(5.85%)*	**6.25%**
Retail Price Inflation (RPI)	**3.20%**	**3.15%** *(3.05%)*	**3.15%** *(3.00%)*	**3.10%** *(2.95%)*	**3.10%**
Consumer Price Inflation (CPI) – Pension Increase Rate*	**2.85%**	**2.90%** *(2.80%)*	**2.90%** *(2.75%)*	**2.90%** *(2.75%)*	**2.90%**

**Adjusted for observed inflation experience from September 2025*

Following ongoing discussions with LGPS auditors over 2025 to refine our methodology, we have **increased the number of duration categories** used at 2026 in recognition of the increased spread in employer membership profiles.

Weighted average duration

The discount rate should reflect the 'term' of the benefit obligation. We have interpreted 'term' to be the weighted average duration of the benefit obligation. This is broadly defined as *'the weighted average time until payment of all expected future discounted cashflows, determined based on membership and the financial and demographic assumptions at a particular time'*.

With increased divergence of LGPS employers, the weighted average durations of individual employers are different and therefore different financial assumptions are adopted for accounting purposes. Our default assumption approach sets out 5 separate discount rates (and corresponding RPI/CPI inflation assumptions) for employers who fall into each duration category below:

Weighted average duration at most recent actuarial valuation	Duration category
Less than 11 years	**Ultra Short**
Between 11 and 17 years	**Short**
Between 17 and 23 years	**Medium**
Between 23 and 29 years	**Long**
More than 29 years	**Ultra Long**

Financial assumptions results commentary (indicative)

At all durations, the discount rate has increased by 0.35%. The CPI assumption has also increased, albeit by a lesser amount across all durations. All else being equal, an increase in the net discount rate (ie the discount rate net of pension increases) will lead to a decrease in the value placed on the obligations (ie an accounting 'gain' on the balance sheet).

Discount rate

FRS102 states that the discount rate used to place a value on the obligations should be determined by reference to market yields on high quality *corporate* bonds at the reporting date. In addition, the currency and term of the high-quality corporate bonds used to set the discount rate should be consistent with the currency and term of the obligations.

Corporate bond yield

Updated Government bond yield curves are available daily from the Bank of England, allowing us to easily identify a spot yield on Government bonds at any duration and at any date. However, a similarly accessible yield curve for corporate bonds is not so readily available.

We have adopted an approach to setting the discount rate whereby a "Hymans Robertson" corporate bond yield curve is constructed based on the constituents of the iBoxx AA corporate bond index.

Retail Price Inflation (RPI)

This assumption is typically derived from yields available on fixed interest and index linked Government bonds and should be consistent with the derivation of the discount rate. We use a market implied inflation curve over a range of maturities. Cashflow weighted single RPI rates are derived from the market implied inflation curve that recognise the weighted average duration of each corresponding duration category defined above.

Based on 31 May 2026 market conditions, these RPI rates have then been adjusted to take account of an Inflation Risk Premium (IRP) of 0 basis points (bps) during the period to 2030 and 30bps thereafter. This gives an average IRP of 20bps over ultra short durations and 25bps over all other durations.

Consumer Price Inflation (CPI) – Pension Increases

For the CPI assumption as at 31 May 2026, we have used an RPI-CPI gap of 100bps during the period to 2030 and a gap of 10bps thereafter. The former reflects differences between RPI and CPI prior to 2030 and the latter reflects differences thereafter between CPI and CPIH (CPI including owner occupiers' housing costs), when RPI will become aligned with CPIH.

The resulting average RPI-CPI gap is 0.35% over ultra short durations, 0.25% over short and medium durations and 0.20% over long and ultra long durations.

Allowing for the IRP and the RPI-CPI gaps derived above, this gives CPI assumptions of 2.85% pa over ultra short durations and 2.90% pa over all other durations.

We have then adjusted the CPI assumption to reflect 7 months of observed CPI experience from September 2025 to April 2026 of 2.01%.

Following these adjustments, our final standard CPI assumptions remain 2.85% pa over ultra short durations, and 2.90% over all other durations.

Salary growth

Our default assumption for salary growth is set relative to the derived CPI assumption at the reporting date using the same methodology as the most recent triennial funding valuation for the LGPS fund(s) you participate in. Further details on the salary growth assumption can be found in the actuarial funding valuation reports (which can be publicly found on each LGPS fund's website).

Default demographic assumptions (indicative)

Longevity assumptions

Setting appropriate life expectancies remains a key assumption for the accounting disclosures, particularly as the country deals with the ongoing impact of COVID-19 and the cost-of-living crisis. Our default approach assumes no changes are required to the baseline longevity assumption adopted in the most recent triennial funding valuation. However, as per last year and in line with best practice, we propose to make allowance within the accounting disclosures for the life expectancy future improvement tables with appropriate parameters which capture the latest available longevity data at the time of preparing your results.

Other demographic assumptions

These include assumptions for commutation, withdrawal, ill-health early retirements, etc. We gathered data on recent experience of LGPS funds in order to set appropriate demographic assumptions for the most recent triennial funding valuation. Our default approach will be to use the same (non-longevity) demographic assumptions for accounting purposes as at the latest funding valuation, which can be found in the actuarial funding valuation report for the LGPS fund(s) you participate in. These demographic assumptions are intended to be best estimate.

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Zero Waste to Landfill Approach
REFERENCE	11.0
AUTHOR AND CONTACT DETAILS	Omatsola Oke, Sustainability Officer Omatsola.Oke@slc.ac.uk
PURPOSE:	To advise Members of the Zero Waste to Landfill Approach that has been developed to support waste reduction and the completion of the audit recommendation.
KEY RECOMMENDATIONS/ DECISIONS:	Members are requested to: • question, and remit the Approach to the Board for approval.
RISK	The absence of a Sustainability Policy puts the College at: • Risk of failure to comply with regulatory requirements to meet net zero and sustainability priorities; and • Risk to reputation of failing to consider and mitigate against carbon footprint.
RELEVANT STRATEGIC AIM:	• The Student Experience • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• South Lanarkshire's College has been making effort to ensure the amount of waste going to Landfill is reduced. • This Approach provides a road map to the achieving Zero waste to Landfill in its operations and will take a standardised and systematic approach. • The Approach features two major waste management approaches to achieve Zero waste to Landfill. These are: ○ Upstream waste management, which contain measures to prevent waste generation at South Lanarkshire College, with an emphasis on prevention wherever possible. ○ Downstream waste management practices, which contain measures to manage waste that has been generated due to the College's operations. This may include re-usable catering containers and drinks containers, surplus food redistribution and upcycling of existing furniture. • The Approach was created by the Sustainability Officer in conjunction with the Climate Change Operational Leads (CCOLs), with inputs from the Senior Leadership Team prior to Board approval.

1 INTRODUCTION

1.1. This paper provides an overview of the Zero Waste to Landfill Approach, created to support the College to manage its waste reduction and to further support an internal audit recommendation from 2025.

2 BACKGROUND

2.1 South Lanarkshire's College has been making effort to ensure the amount of waste going to Landfill is reduced.

2.2 This Approach provides a road map to the achieving Zero waste to Landfill in its operations and will take a standardised and systematic approach.

3 DISCUSSION

3.1 South Lanarkshire College defines Zero Waste to Landfill as ensuring that no operational waste generated by the College is disposed of in landfill facilities.

3.2 Priority will be given to waste prevention, reuse and recycling, with energy recovery used only where higher-value recovery options are not possible.

3.3 The strategy features two major waste management approaches to achieve Zero waste to Landfill. These are:

- 3.3.1 Upstream waste management, which contain measures to prevent waste generation at South Lanarkshire College, with an emphasis on prevention wherever possible.
- 3.3.2 Downstream waste management practices, which contain measures to manage waste that has been generated due to the College's operations. This may include re-usable catering containers and drinks containers, surplus food redistribution and upcycling of existing furniture.

3.4 This strategy encourages prevention, recycling, preparing for reuse and energy recovery from generated waste.

3.5 The Zero Waste to Landfill Strategy also supports South Lanarkshire College's obligations under the Public Bodies Climate Change Reporting requirements and contributes to the College's wider commitment to achieving net zero greenhouse gas emissions.

4 RESOURCE IMPLICATIONS

4.1 The Approach will be reviewed by the Sustainability Officer annually in conjunction with the Climate Change Operational Leads (CCOLs) and support from the Climate Change Action Team (CCAT), with inputs from the Senior Leadership Team prior to Board approval.

5 EQUALITIES

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

6 RISK AND ASSURANCE

6.1 The absence of a Zero Waste to Landfill Approach puts the College at:

- 6.1.1 Risk of failure to comply with regulatory requirements to met net zero and sustainability priorities; and

6.1.2 Risk to reputation of failing to consider and mitigate against carbon footprint; and

7 RECOMMENDATIONS

7.1 Members are asked to**:**

7.1.1 Question, and remit the Approach to the Board for approval.

Zero Waste to Landfill Approach

Owner: Sustainability Officer

Date July 2026

Version: 1.1

Document Information

Procedure Published/Created:	July 2026
Reviewed Date:	May 2026
Owner:	Sustainability Officer
Approved by:	SLT prior to Board of Management
Equality Impact Assessment:	
Next Review Date:	July 2028

Version History

Version Number	Date	Author	Rationale
1.0	August 2026	Omatsola Oke	Document Creation
1.1	10/08/2026	Craig Ferguson	Document review and amendment

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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To find out more about our Vision, Mission and Values click **HERE**



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Introduction

South Lanarkshire College has been making effort to ensure the amount of waste going to Landfill is reduced. This is in line with the Scottish Government's Circular Economy Waste route map to 2030. This Approach provides a road map to the achieving Zero waste to Landfill in its operations and will take a standardised and systematic approach.

This Approach aligns with the College's Goal of achieving zero emission in the year 2040 and the Scottish Governments vision of zero emission in the year 2045. This approach links with the College's Environmental Sustainability policy, as well the College's procurement policy.

Approach

South Lanarkshire College defines Zero Waste to Landfill as ensuring that no operational waste generated by the College is disposed of in landfill facilities. Priority will be given to waste prevention, reuse and recycling, with energy recovery used only where higher-value recovery options are not possible.

The approach features two major waste management approaches to achieve Zero waste to Landfill. These are:

Upstream waste management, which contain measures to prevent waste generation at South Lanarkshire College, with an emphasis on prevention wherever possible.

Downstream waste management practices, which contain measures to manage waste that has been generated due to the College's operations. This may include re-usable catering containers and drinks containers, surplus food redistribution and upcycling of existing furniture.

This approach encourages prevention, recycling, preparing for reuse and energy recovery from generated waste.

The Zero Waste to Landfill Approach also supports South Lanarkshire College's obligations under the Public Bodies Climate Change Reporting requirements and contributes to the College's wider commitment to achieving net zero greenhouse gas emissions.

Waste management activities have a direct impact on the College's carbon footprint. Through the prevention of waste, increased reuse, improved recycling, responsible procurement and the diversion of waste from landfill, the College can reduce greenhouse gas emissions associated with waste disposal, resource extraction and

the manufacture of new materials. These actions support the sustainable operation of the College and contribute to national climate change objectives

Scope

This approach shall cover all waste, except residual mineral waste from construction and demolition such as sand, bricks and soil etc. This is to enable the approach to focus on waste, which has the greatest environmental impact such as residual waste (wastes that cannot be recycled or composted). Focusing on such waste that has great environmental impact also delivers the best possible impact. This is in line with the Resource and Waste Target Expert Group report on resource efficiency and waste reduction target.

Pathway to Zero waste to Landfill

The College's journey of zero waste to landfill shall be based on the following factors. These factors can be used to measure our performance.

The factors are:

a) Governance and Leadership
b) Incentivise general waste reduction
c) Recycling
d) Purchases and Procurement
e) Waste Monitoring and Reporting
f) Identify opportunities to design out waste in high-risk areas of operation
g) Training/Communication
h) Employee/Students Participation
i) Proper Handling and reduced generation of Hazardous waste

Governance and Leadership

Strong leadership and effective governance are essential to achieving South Lanarkshire College's Zero Waste to Landfill objectives.

The Board of Management sets the overall strategic direction of the College. The operational lead is the Vice Principal – Finance, Resources and Sustainability, as the Strategic Lead of the Climate Change Operational Leads (CCOLs). The CCOLs consist of the Vice Principal – Finance, Resources & Sustainability, the Sustainability

Officer, the Depute Head of Curriculum and the Head of Facilities who each have specialisms and technical expertise to support the College in its achievement of this approach.

The College's leadership is focused on Resource efficiency and the Circular economy, as described in the Circular Economy (Scotland) Act and referenced in the College's own Sustainability Policy and Procurement Policy.

With the College's interest in the above, the College has adopted the waste reporting period of the 2024/2025 academic year as its baseline year. The baseline is 172 tonnes of general waste which was generated through the College's operation in the 2024/2025 academic year.

With this Baseline agreed by the College, the College aims to achieve a year-on-year reduction of General waste by 10 tonnes.

The Sustainability Officer, in conjunction with the Climate Change Operational Leads (CCOLs), is responsible for providing leadership on this approach and is accountable for reporting on waste generation. Quarterly waste performance reports will be submitted to the Finance and Resource Committee of the Board of Management.

Incentivise general waste reduction

This can be achieved through zero waste contract for wastes with high likelihood of being destined for Landfill. The review of waste contracts that will see the College benefitting from reduced general waste and other similar high-risk waste being produced, will serve as an incentive to reduce the generation of such waste.

Recycling

This approach is geared towards responsible sorting of our waste. This entails diverting waste from general waste and other high-risk waste to options such as, preparation for reuse, recycling or energy generation. This ensures residual waste from the College's operation are reduced.

This approach will reduce the use of non-renewable resources, hence reducing pressure on the need to extract these non-renewable materials. This approach involves the following processes.

- Commitment to ensure recycling and reuse of materials through partnership with organisations that provide these services.
- Dedicate 80% of the College's Janitorial and Office paper purchase to materials made from post-consumer materials (Recycled paper).
- Proper storage and disposal of hazardous waste according to regulations, to prevent contamination of recyclables waste.

- Make efforts where possible to replace hazardous materials with non-hazardous materials.

Purchases and Procurement

Purchases and procurement play a very important role in the approach. This is because the origin of most waste begins with procurement. The College intends to achieve its target by:

- Conducting ongoing reviews of vendors to ensure the supply process of vendors minimise waste. Where areas in the process have been identified, materials will be rejected.
- There will be a review of operations to track suppliers that need products redesigned to minimise waste.
- Encouraging a take back program for products and packaging that are difficult to reuse, recycle and compost by vendors.
- Where possible, request vendors to use 100% recyclable materials when designing procured products, packaging and materials. Requesting items such as alternatives to Styrofoam packaging.
- Ensuring that sustainability and waste reduction criteria continue to form part of procurement evaluations and contract management processes.

Waste Monitoring and Reporting

Waste monitoring and reporting will be measured against the baseline that has been highlighted above. This will be done by:

- Reporting and reviewing of general and other high-risk waste.
- Auditing waste bins and involving staff and students in this.
- Assessing processes for avenues to divert wastes from landfill.

Key Performance Indicators (KPIs) will include the following which will be brought to the attention of the Board of Management quarterly through the Finance and Resources Committee.

Key Performance Indicator
Total Waste (tonnes)
General Waste (tonnes)
Recycling Rate (%)
Waste Contamination (%)
Waste Management Costs (£)
Carbon emissions from waste (?)

Identification of opportunities to design out waste in high-risk areas of our operation

The processes involved in this include:

- Progressive elimination of single use materials that have a high risk of finding their way to landfill, by determining materials that are used one time and then discarded.
- Ensuring a paper reduction program for office functions for example through duplex print continue to form part of our waste reduction approach.
- Demonstrating commitment to grass cycling for mowed surfaces.

Training/Communication

Training forms a very important part of the zero waste to landfill approach. This is because training is one of the ways that changes behaviour to encourage zero waste to landfill achievement. The processes involved include:

- Presentation of the zero waste to landfill approach's goal and baselines to employees and students during induction.
- Include the zero waste to landfill approach or its elements in existing staff and students' communication.
- Correct bin usage instructions to be included in staff and student induction.
- Involvement of procurement personnel and vendors in awareness of the zero waste to landfill approach.
- Inform staff and students about contamination of recyclable waste.
- Identify areas within the college where they are high contamination of recyclables and further engage with staff or students, to better understand what waste goes into specific waste bins.

Staff and Students Participation

The College recognises that the fulfilment of this approach is only possible through collaborative engagement with both staff and student groups. The approach therefore has two key objectives in this regard, to:

- Ensure staff and students participate in waste audit for recyclable waste.
- Encourage staff and students to bring innovative ideas that will drive the zero waste to landfill approach.

The Climate Change Action Team (CCAT) at the College consists of both student and staff representatives. They meet monthly to consider environmental sustainability.

To maximise staff and student engagement, the CCAT will consider interaction with the Students' Association and Staff members on climate related activities. The process will also involve the appointment of waste champions among staff and students to drive forward waste management initiatives through among others, actively participating in annual competitions and events, such as Scotland's Climate Week.

Proper Handling and Reduced Generation of Hazardous Waste

The College is committed to ensuring that all hazardous waste arising from its operations is managed safely, responsibly and in compliance with all applicable legislation. Hazardous waste has the potential to contaminate recyclable waste, that are not destined for landfill if not handled correctly and therefore requires specific controls throughout its lifecycle.

The College will seek to minimise the generation of hazardous waste wherever practicable through the substitution of hazardous materials with less hazardous alternatives and through the application of waste prevention principles.

The College will achieve this by:

- Ensuring all hazardous waste is identified, stored, transported and disposed of in accordance with relevant legislation and best practice guidance.
- Maintaining secure and clearly labelled storage areas for hazardous waste to prevent accidental release, contamination or unauthorised access.
- Using only licensed and authorised waste management contractors for the collection, transport, treatment and disposal of hazardous waste.
- Retaining all required waste transfer notes, consignment notes and supporting documentation to demonstrate legal compliance and provide an auditable record of waste management activities.
- Providing appropriate training and guidance to staff responsible for handling, storing or arranging the disposal of hazardous materials and wastes.
- Reviewing opportunities to replace hazardous substances with less hazardous or non-hazardous alternatives where operationally feasible.
- Ensuring hazardous waste is segregated from general and recyclable waste streams to prevent contamination and maximise recycling opportunities.
- Monitoring hazardous waste generation to identify trends and opportunities for waste reduction.
- Promoting the reuse, refurbishment and recycling of Waste Electrical and Electronic Equipment (WEEE) where appropriate, ensuring that all WEEE is managed through approved disposal routes and diverted from landfill wherever possible.

Ensuring batteries, fluorescent lamps, chemicals, paints, solvents, oils, laboratory materials and other hazardous wastes are handled and disposed of through compliant and environmentally responsible processes.

Fig 1: Snapshot of South Lanarkshire College's Waste Management Dashboard for the 2025/2026 Fiscal Year



Table 1: Approach Actions Plans August 2026 to July 2027

Activity	Responsible Person	Aug. 2026	Sept. 2026	Oct. 2026	Nov. 2026	Dec. 2026	Jan. 2027	Feb. 2027	Mar. 2027	Apr. 2027	May. 2027	June. 2027	July. 2027
Leadership													
Annual Review of waste generation against baseline and target.	Sustainability Officer												
Report on general waste and other high risk waste generation during Finance and Resource Committee meeting.	Sustainability Officer												
Incentivise general waste reduction													
Review of waste contract to reflect zero waste contract.	Head of Facilities												
Recycling													

Establishment and reporting on waste recycled through partnership with other Organizations	Sustainability Officer												
Activity		**Aug. 2026**	**Sept. 2026**	**Oct. 2026**	**Nov. 2026**	**Dec. 2026**	**Jan. 2027**	**Feb. 2027**	**Mar. 2027**	**Apr. 2027**	**May. 2027**	**June. 2027**	**July. 2027**
Monitoring of purchases to reflect the 80% of the College's janitorial and office paper are sourced from post-consumer materials	Supply Chain Manager												
Purchases and Procurement													
Review of vendors/suppliers for waste minimization	Supply Chain Manager												
Inclusion of a take back program for packaging that has are at risk of being destined for landfill	Supply Chain Manager												
Inclusion of zero waste to landfill element in the preference	Supply Chain Manager												

process/ranking of vendors													
Waste Monitoring/Tracking													
Auditing of waste bins	Building Supervisors												
CCAT Assessment of processes to divert and design out waste in high-risk areas of our operation waste from Landfill	CCAT Members drawn from all Departments												
Annual review of zero waste to landfill approach.	Sustainability Officer and SLT												
Training and Communication													
Review impact of Communication of elements of the zero waste to landfill approach	CCAT Members drawn from all Departments, Students Services.												

Continuous identification of areas with high contamination rates of recyclables and addressing of issues associated with this.	Building Supervisors, CCAT Members drawn from all Departments, Sustainability Officer												
Employee/Students Participation													
Include innovative ideas related to zero waste to landfill in CCAT meeting agenda.	CCAT Members drawn from all Departments												

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Health & Safety Policy
REFERENCE	12
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of People Services gary.mcintosh@slc.ac.uk
PURPOSE:	To update members on the development of the Health & Safety Policy and seek approval for the Policy.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • note the updates to the Health & Safety Policy; and • approve the Health & Safety Policy.
RISK	The following risks apply, should the Policy not be updated and approved: • **Legal Liability:** Personal prosecution, fines, or disqualification under UK law. • **Financial Risk:** Significant fines and compensation payouts; disruption to operations. • **Reputational Damage:** Loss of stakeholder trust and negative media exposure. • **Governance Failures:** Breach of duty to lead on safety; undermines strategic oversight.
RELEVANT STRATEGIC AIM:	• People and Culture Development
SUMMARY OF REPORT:	• The Policy provides a clear framework for the management of health and safety, setting out the scope, governance arrangements and responsibilities across the College. • Senior Leadership Team endorsement will be captured through a separate sign-off process rather than within the Policy document itself. • The principal enhancements within the revised Policy are: • *strengthened emphasis on the reporting and investigation of near misses;* • *integration of the Attendance Management and Support Procedure and associated employee support arrangements;* • *introduction of a dedicated responsibilities section for the Head of Facilities;* • *Introduction of a Head of Finance section, to capture Insurance responsibility.* • *enhanced employee responsibilities in relation to risk assessment review, health surveillance, communication and compliance; and*

	• *inclusion of a new section covering accidents, incidents, near misses, first aid and work-related ill health.*

South Lanarkshire College
East Kilbride

HEALTH AND SAFETY POLICY

Version Number: 6.3

Document Information

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Version History

Version Number	Date	Author	Rationale
2.0	August 2022	Stella McManus	Statutory duty
2.1	August 2023	Craig Ferguson	Annual Verification of update
6.0	February 2024	Craig Ferguson	V number in line with previous
6.1	August 2024	Craig Ferguson	Annual Verification of update
6.2	August 2025	John Dick	Annual Verification of update
6.3	August 2026	Gary McIntosh	Annual review and update

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STATEMENT OF GENERAL POLICY

The Board of Management, the Principal, the Vice Principals, and the Senior Leadership Team (SLT) recognise that the provision of a safe and healthy working environment is essential to the well-being of staff and students and the success of South Lanarkshire College.

In line with the Health and Safety at Work Act 1974 the College is aware of its duty to ensure, so far as is reasonably practicable, the health, safety and welfare of all employees, students, visitors, contractors, and others who may be affected by its activities. The College understands its statutory duties to include:

a. the provision and maintenance of plant and systems of work that are, so far as is reasonably practicable, safe and without risks to health;
b. arrangements for ensuring, so far as is reasonably practicable, safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances;
c. the provision of such information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of his employees;
d. so far as is reasonably practicable as regards any place of work under the employer's control, the maintenance of it in a condition that is safe and without risks to health and the provision and maintenance of means of access to and egress from it that are safe and without such risks;
e. the provision and maintenance of a working environment for his employees that is, so far as is reasonably practicable, safe, without risks to health, and adequate as regards facilities and arrangements for their welfare at work.

(General Duties of Employers to Employees, Health and Safety at Work Act, 1974)

The effectiveness of the Board's Health and Safety Policy will be monitored regularly and reviewed, in consultation with employees and their representatives as well as other stakeholders such as internal auditors. The Board is committed to continual improvement in the management of health and safety and the development of a positive and robust health and safety culture. To support this policy the Senior Leadership Team will ensure adequate resources are provided to enable the aims of this policy.

The College will:

- aim to prevent accidents and cases of work-related ill health;
- provide adequate control of health and safety risks arising from work activities including systematically identifying hazards to assess and control risks.
- implement and maintain an effective and properly resourced health and management system;
- define and delegate specific health and safety responsibilities;
- on an annual basis set health and safety targets and objectives which will be reviewed periodically;
- provide adequate health and safety information, training and supervision;
- maintain effective systems of communications on health and safety matters;
- consult with employees and their representatives on health and safety matters; and
- comply with legal requirements, approved codes of practice, guidance, and recognised sector best practice.

The Senior Manager with overall responsibility for Health and Safety is the Principal and Chief Executive, and the management appointee with responsibility for coordinating Health and Safety is the Head of People Services. The specialists with responsibility and technical expertise is the Health & Safety Advisor and Head of Facilities.

Health and Safety responsibilities are included in job descriptions, as appropriate to each post. In addition, all employees, students, visitors, contractors and others on the College premises have a duty to take reasonable care of themselves and all other persons who may be affected by what they do or fail to do.

Overall responsibility for effective Health and Safety lies with the Principal and Senior Leadership Team (SLT). All employees must co-operate with the College in fulfilling its statutory duties and the aims of the Health and Safety Policy.

To enable the College to meet its statutory duties and commitments set out above, a comprehensive management system will be operated, which will include written procedures and arrangements for all relevant areas of health and safety management. The management system covers all College activities on campus. To ensure that the Health and Safety Policy is kept up to date it will be reviewed annually by the Health and Safety Committee, the SLT and the Board of Management to ensure that account is taken of any applicable legislative changes, new guidance or best practice and to identify and correct any deficiencies.

	Date	
Stella McManus Principal & Chief Executive of South Lanarkshire College		
	Date	
Douglas Morrison Chair of Board of Management of South Lanarkshire College		

SPECIFIC POLICY AND SCOPE

The Board regards these health and safety obligations as a minimum standard to be achieved throughout all College activities and requires staff, at every level, and students to accept the promotion of high standards in health and safety as a core objective.

The College will provide a safe environment for all employees, students, contractors, and visitors which comply with current health and safety legislation, so far as reasonably practical, including making reasonable adjustments to comply with the College policy for equalities and inclusiveness.

The College will:

Compliance & Assurance

- provide and maintain places of work that are safe and without undue risks to health. Ensure that all premises, means of access and egress, plant equipment and vehicles under college control are designed, constructed, maintained, and used, with due regard to health and safety;
- make arrangements for ensuring safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances. Assess the risks to health of harmful substances used by employees and students and introduce measures to remove/minimise such risk, so far as is reasonably practicable;
- ensure adequate information is available with respect to machinery and equipment used, detailing the conditions and precautions necessary to ensure they are used without risk to health and safety;

Risk Management

- adopt the 'hierarchy of risk management' approach, whereby hazards are eliminated or substituted where reasonably practicable before considering the need for engineering control and then segregation. Only where this cannot be reasonably achieved will Personal Protective Equipment (PPE) be considered;
- provide protective clothing and equipment as necessary and ensure that personnel are adequately trained in the correct use of this and that it is worn/used when required and that it is checked and maintained regularly;

Training, Communication & Support

- provide information, instruction, training, and supervision as is necessary to ensure health and safety at work of employees, students, contractors and visitors.
- support Trade Union and other staff representatives to perform their functions and consult with them in promoting and developing measures to ensure high standards of health and safety at work and promote, through consultative machinery, joint consultation on health and safety matters and encourage effective participation in such matters by employees;
- always ensure that there is suitable training and retraining available for first aiders and arrange for the provision of first aid services to ensure prompt and appropriate treatment of illness and injury occurring during work;
- arrange for medical advice to be provided on any aspect of health at work including the rehabilitation of employees returning to work following illness or injury;
- provide and maintain a health surveillance programme where appropriate;
- provide facilities appropriate to enable staff's health and safety; and

Monitoring & Improvement

- ensure that a satisfactory system is maintained for reporting, collecting, analysing, and presenting information on accidents, incidents, and sickness at work to facilitate all necessary investigative and corrective action.

THE ORGANISATION

Table 1: Reporting Structure for Health and Safety Concerns

Board of Management		
Principal and Chief Executive		
Vice Principal of Student Experience and Innovation and Vice Principal of Finance, Resources and Sustainability		
Curriculum Management	Head of People Services and Head of Facilities	Professional Services Management
Health and Safety Advisor		
Teaching and Support Staff		
Students		

It is the role of every member of staff, student and visitor to the College to ensure that all Health and Safety concerns, hazards, issues or incidents should be reported directly either to the appropriate line manager or the Health and Safety Advisor.

RESPONSIBILITIES AND ARRANGEMENTS

It is recognised that successful management of health and safety requires the commitment of all people within the organisation. The purpose of this policy is, therefore, to define the health and safety roles, responsibilities, and accountability of college employees, from senior management throughout the management chain.

The College recognises that **all** individuals within the organisation have a responsibility to ensure their own safety and that of others. Consequently, all employees will have the potential to be held liable if their negligent acts or omissions result in harm being caused to any other persons. Those in positions of responsibility have additional obligations, by virtue of their 'managerial' functions. Indeed, the Health and Safety Executive (HSE) document *Enforcement Policy Statement*, HSE 41, Paragraph 43, notes the following on 'Prosecution of individuals':

"*... enforcing authorities should identify and prosecute or recommend prosecution of individuals if they consider that a prosecution is warranted. In particular, they should consider the management chain and the role played by individual directors and managers and should take action against them where the inspection or investigation reveals that the offence was committed with their consent or connivance or to have been attributable to neglect on their part, and where it would be appropriate to do so in accordance with this policy. Where appropriate, enforcing authorities should seek disqualification of directors under the Company Directors Disqualification Act 1986.*"

The following sections set out the principal health and safety related responsibilities of individuals within the organisation. These duties will be in addition to the general duty of all individuals to ensure the health, safety and welfare of themselves and all others who may be affected by their undertakings.

In addition to the *individual* liability of senior staff, the *Corporate Manslaughter and Corporate Homicide Act 2007* allow *companies* and *corporations* to be prosecuted for corporate homicide (in Scotland) where serious management failures result in death. Under this Act there is no longer the need to identify a 'controlling mind' (i.e., one individual whose negligence or recklessness caused the death) to convict an organisation of homicide, thus making it easier to prosecute organisations.

The management responsibilities defined within this Policy should ensure that adequate and appropriate managerial control is exercised over health and safety issues to prevent prosecution for corporate homicide.

Responsibilities – The Board of Management

The Board of Management, headed by a Chairperson, comprises non-executive and executive members, provide professional, community and stakeholder representation and is accountable to the Scottish Government (SG) through the Scottish Funding Council. They are the employer of the College staff and have a duty of care for their employees. They are required to ensure the quality of the provision of health and safety across all College activities and locations.

It is recognised that the Board of Management, while not actively involved in the daily running of the College, has certain responsibilities in terms of health and safety and the following procedures will be adopted to ensure these responsibilities are effectively discharged. The Board of Management will:

Leadership & Governance

- approve the vision and overall strategy for the direction of health and safety management within the College and drive forward continual health and safety improvements;
- consider health and safety under the risk standing items on the agenda of all Board of Management meetings;
- ensure that the College's Health and Safety Policy reflect current legislation and Board of Management priorities;
- ensure that health and safety systems are in place and remain effective;

Monitoring & Improvement

- ensure that College management provides monitoring and reporting of health and safety performance to the Board of Management and/or an appropriate standing committee;
- review the College's health and safety performance annually against its health and safety team development plan; and
- review any significant health and safety failures and results of any subsequent independent investigations.

Responsibilities – The People and Culture Committee

The People and Culture Committee will place Health and Safety as a standing item on the agenda of all general meetings. This will allow reporting on safety performance, funding requirements, safety failures and other health and safety related issues. The Committee will give all such issues due consideration and will make available all reasonable funding and support as may be required.

The People and Culture Committee will consider the findings of all internal and external health and safety audits carried out within the organisation and will authorise the use of all reasonable support required to rectify any significant non-compliance issues identified from such audits.

The People and Culture Committee will take an active interest in the investigation into any significant safety failure, making available all reasonable resources for a full investigation and for the taking of adequate measures to rectify any deficiencies in the existing arrangements.

Responsibilities – The Principal and Chief Executive

The Principal and Chief Executive holds responsibility for the day to day running of the College and it is recognised that this function also incurs overall responsibility for health and safety management within the organisation. The Principal and Chief Executive is responsible for ensuring the implementation of the policy and arrangements supported by the Head of People Services.

The Principal may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence.

The Principal and Chief Executive will:

Leadership & Governance

- approve the Health and Safety Policy and will sign the Health and Safety Policy along with the Chair of the Board of Management, where there is a change of Principal, the incoming Principal will sign the documentation upon appointment to demonstrate commitment and acceptance of responsibilities;
- approve the appointment of the Head of People Services (who will have accountability for health and safety management and performance) by ensuring that they have the requisite competence and are provided with resources to effectively fulfil the role;
- be responsible for the reporting of health and safety performance to the Board of Management but may delegate this task to either Vice Principal or the Head of People Services;
- ensure that adequate resources are provided to achieve compliance with the Health and Safety Policy and associated arrangements and will take all appropriate action to rectify failures that require intervention above the management grade of the Head of People Services;

Monitoring & Improvement

- be responsible for reviewing relevant reports, documentation and information provided by the Head of People Services and for taking appropriate action to ensure adequate resources are made available to rectify any safety failures and to improve health and safety performance.

Responsibilities – Head of People Services and Head of Facilities

The Head of People Services and Head of Facilities have been given specific responsibility for the performance of the College against the Health and Safety Policy and associated arrangements. Therefore, the Head of People Services and Head of Facilities will be responsible for implementing the policy and arrangements that have been approved by the Board of Management, the Principal and the Senior Leadership Team.

The Head of People Services, supported by the Head of Facilities will:

Leadership & Governance

- be responsible for reporting to the Principal health and safety performance, funding requirements, resource implications, safety failures and other health and safety related issues;
- develop, review, and update annually the College Health and Safety Policy and Procedures;
- be responsible for all health and safety planning including the setting of objectives and priorities;
- prompt and encourage the promotion of a positive health and safety culture across the College in order to secure the effective implementation of the Health and Safety Policy;
- ensure that where any amendment that is made to the text or other content of the Health and Safety Policy and supporting documents, it is duly authorised, referenced and communicated;

Compliance & Assurance

- maintain adequate information systems on relevant laws and safety management practices;
- provide interpretation of health and safety laws and their implications for the organisation;
- establish and develop professional relationships at all levels within and outside of the organisation (including the Health and Safety Executive, Trade Bodies, Colleges Scotland);

Risk Management

- ensure that health and safety considerations are considered for all new investment opportunities and in the organisation's purchasing policy. The objective will be to minimise risks as early in the purchasing chain as is reasonably practicable. Where required, the Head of People Services or head of Facilities will refer to the Principal;
- assist in identifying hazards, assessing risks, and identifying suitable means of control;
- assist in the establishment, development and maintenance of risk control standards relating to 'software' (such as procedures, systems and people);
- implement plans and monitor control measures employing active and reactive techniques;

Monitoring & Improvement

- review performance and ensure the routine auditing of the whole health and safety management system;
- establish and maintain adequate and appropriate active monitoring and auditing systems;
- be responsible for reviewing all reports and documentation provided by departments and faculties in accordance with the Health and Safety policy and for taking appropriate action to rectify non- compliance and to achieve continual improvement;
- be responsible for reviewing and taking appropriate actions for any health and safety related issues raised via the appropriate channels;

Incident Management

- maintain the procedures for recording, reporting, investigation and analysis of accidents, incidents, near misses and cases of ill-health;

Training, Communication & Support

- be responsible for maintaining an adequate programme of staff training in health and safety, ensuring that all staff are given appropriate instruction, information and training to reduce the risks associated with their work to an acceptable level.
- be responsible for planning and approving all health and safety training;
- ensure that adequate communication channels exist throughout the entire organisation to allow health and safety issues to be dealt with in a timely and effective manner.
- be responsible for dealing with all health and safety issues referred to him/her/them by managers, staff, students and trade union safety representatives and Committees; and
- The Head of Facilities will work with other staff, such as the Health and Safety Advisor, to:
    - be responsible for maintaining records of all health and safety information provided to contractors;
    - be responsible for communicating with contractors in respect of health and safety and for arranging responses to any health and safety related questions and queries. Records of all communications will be retained by the Facilities Department; and
    - be responsible for operating a 'Permit to Work' system for all contractors. Records of all such permits will be retained by the Facilities Department.

Responsibilities – Head of Finance

The Head of Finance is responsible for ensuring that appropriate insurance arrangements are maintained to protect the College, its employees, students, visitors, assets and activities, and to support the effective management of insurance-related matters. The Head of Finance will:

Insurance & Claims Management

- ensure that appropriate insurance arrangements are maintained, including employers' liability, liaise effectively with insurers, brokers and loss adjusters as required, oversee the reporting and

administration of claims, and ensure that accurate insurance, claims and supporting records are created, maintained, retained and disposed of in accordance with legal, regulatory and data protection requirements.

Responsibilities – Head of Facilities

The Head of Facilities is responsible for ensuring that the College estate, buildings, infrastructure, equipment and associated services are maintained in a safe condition and comply with all relevant statutory requirements. The Head of Facilities will:

Compliance & Assurance:

- ensure compliance with all statutory, regulatory and approved code of practice requirements relating to the College estate, buildings, grounds, facilities management services, plant, equipment, engineering systems, cleaning operations, workplace environments and all assets within their remit, ensuring that appropriate inspection, maintenance, testing, certification, monitoring and assurance arrangements are in place and maintained;
- be responsible for ensuring that all facilities-related activities are undertaken in accordance with relevant health and safety legislation, including but not limited to those relating to fire safety, workplace safety, building safety, electrical safety, water hygiene, lifting equipment, asbestos management, construction activities, contractor management and environmental health obligations.
- ensure that suitable, fully-compliant arrangements are in place for planned preventative maintenance and statutory inspection programmes, including those relating to building fabric, electrical systems, lifts, fire safety systems, water systems and other safety-critical infrastructure;
- provide advice and reports to the Senior Leadership Team and the Health and Safety Committee on estate compliance, maintenance performance, premises risks and facilities-related health and safety matters;

Risk Management:

- ensure that risk assessments, inspections and monitoring activities are undertaken in relation to facilities, buildings, equipment and maintenance activities, with appropriate control measures implemented and reviewed;
- ensure that defects, hazards and maintenance issues are identified, reported, prioritised and addressed within appropriate timescales according to the level of risk;
- ensure the management of contractors and service providers, ensuring that facilities-related work is carried out safely and in accordance with College procedures, risk assessments, permits to work and statutory requirements;

Monitoring & Improvement:

- ensure that all College buildings, plant, machinery, infrastructure and services are inspected, maintained and managed to provide a safe environment for employees, students, contractors and visitors;
- ensure that all facilities-related equipment, tools and assets provided by the College are suitable for purpose, maintained in a safe condition and subject to appropriate inspection and testing regimes;
- be responsible for the maintenance, repair and replacement of College assets, including furniture, workstations, desks, chairs, tools, equipment, machinery and other physical resources used in College operations;

Training, Communication & Support:

- ensure that cleaning, housekeeping and waste management services are provided to a standard that supports the health, safety and wellbeing of all building users;
- ensure that workplace environments are maintained in a safe condition, including arrangements for lighting, heating, ventilation, access, egress and welfare facilities; and

Incident Management:

- be responsible for ensuring that physical security, building access controls, locking arrangements, emergency communications systems, signage and other protective security measures are maintained and capable of supporting emergency evacuation and invacuation procedures.

Responsibilities – The Senior Leadership Team

Due to the senior 'managerial' function performed by the Senior Leadership Team, it is recognised that they may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence. The Senior Leadership Team will:

Leadership & Governance:

- ensure the active participation of their areas in the Health and Safety Committee. This will involve the identification of health and safety concerns within their areas, the raising of pertinent issues for consideration by the Committee and the actioning of all measures identified by the Committee and management staff as required;
- so far as reasonably practicable, implement all relevant policies, procedures, and arrangements within their areas, as required by the Health and Safety Policy, Health and Safety Committee and other directions from senior staff and other relevant groups;

Risk Management:

- the Senior Leadership Team will be responsible for the risk assessment process within their areas of responsibilities. This will include ensuring that all appropriate risk assessments are completed and reviewed in a timely and effective manner and that all identified risk control measures are implemented;
- so far as is reasonably practicable, ensure that all departmental staff adhere to all relevant risk assessments, adopt safe working procedures, work in accordance with any training provided and effectively use control measures, protective equipment or other health and safety materials, and that they are appropriate for the nature of the work carried out;
- where any significant breach of Health and Safety procedures is identified, ensure appropriate action is taken to reduce the immediate risk and report the issue to the Head of People Services without undue delay. All such incidents will be reported to the Health and Safety Committee;

Training, Communication & Support:

- so far as reasonably practicable, ensure that adequate communication channels exist throughout their areas of responsibilities to allow health and safety issues to be dealt with in a timely and effective manner. All staff will be given the opportunity to raise any safety related queries with their line managers, or a member of the Senior Leadership Team; and
- raise without undue delay with the Head of People Services the need for further training or any other form of risk control for staff is identified.

Senior Leadership Team
Principal & Chief Executive
Vice Principal Finance, Resources and Sustainability
Vice Principal Student Experience and Innovation
Head of Business Innovation and Development
Head of Curriculum
Head of Digital
Head of Facilities
Head of Finance
Head of People Services
Head of Quality, Learning & Teaching Innovation
Head of Student Services

Responsibilities – Head of People Services

The Head of People Services will be responsible for ensuring that effective recruitment and selection processes are in place to ensure the competency of those selected for employment.

The Head of People Services will be responsible for ensuring that reference to staff health and safety responsibilities is contained within standard written statements of employment.

The Head of People Services is responsible for ensuring appropriate health and safety training is in place for all employees.

Responsibilities – Heads, Managers (including Curriculum & Quality Managers), Depute Heads, and Supervisors.

It is recognised that Heads, Managers (including Curriculum & Quality Managers), Depute Heads and Supervisors. may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence.

Heads, Managers (including Curriculum & Quality Managers), Depute Heads and Supervisors have responsibilities which are listed below. All managers:

Compliance & Assurance

- must be conversant with the Board's safety policies and procedures;
- will ensure that relevant safety documentation is readily available for reference to auditors and/or regulating authorities;
- will ensure that personnel for whom they are responsible have received training appropriate to their needs and that all such training is documented;

Risk Management

- will ensure the necessary risk and Control of Substances Hazardous to Health (COSHH) assessments have been carried out and are reviewed routinely and the safety provisions relating to the work discussed with those conducting the activity;
- will monitor staff compliance with risk assessment and COSHH control measures and censure those who fail to comply;
- will ensure that the levels of supervision provided are influenced by the severity of risk in the workplace and the competence of the employees/students involved;
- will ensure that the levels of supervision provided are sufficient to accommodate the particular needs of those who undertake high risk tasks, including:
    - new employees;
    - young people (A young person is anyone under 18);
    - new or expectant mothers; and
    - lone workers.
- will ensure that the levels of supervision are suitable and sufficient to accommodate staff handovers;

Monitoring & Improvement

- should ensure that the work environment and equipment are safe and well maintained, identifying, and correcting hazardous conditions;
- may be required, after consultation with the Head of People Services and/or the Health and Safety Advisor, to assist in the investigation of accidents, incidents or near misses, revising risk assessments, where necessary;

Incident Management

- will ensure proper disposal of waste materials in accordance with college procedures;

Training, Communication & Support

- will ensure that staff, students, or visiting workers for whom they are responsible receive suitable training and information about emergency procedures;
- will ensure that they conduct regular Health and Safety 'toolbox talks' with staff for whom they are responsible. These 'toolbox talks' can be carried out during routine staff / team meetings;

- will assist the Head of People Services and/or the Health and Safety Advisor in the identification of relevant staff for occupational health surveillance. Further, they will ensure that these individuals who require occupational health surveillance attend appointments as and when required;
- will implement the Attendance Management & Support procedure, to support employee wellbeing and attendance, including individual stress risk assessments, wellbeing plans, occupational health referrals, etc.; and
- should recognise and promote the benefit of on-the-job coaching and team building to develop a positive health and safety culture within their area of responsibility.

Responsibilities – Employees

All staff have general duties to ensure their own safety and that of others. The Health and Safety at Work Act 1974 notes the following in respect of staffs' duties:

"*It shall be the duty of every employee while at work –*

a) to take reasonable care for the health and safety of himself/herself/themselves and of other persons who may be affected by his/her/their acts or omissions at work; and
b) as regards any duty or requirement imposed on his/her/their employer or any other person by or under any of the relevant statutory provisions, to co- operate with him/her/them so far as is necessary to enable that duty or requirement to be performed or complied with."

The following procedures will, therefore, be adopted by all staff to ensure these duties are adequately discharged. Staff will comply with the policies, procedures and arrangements and with any information, instruction and training provided. In addition, any risk control measures, and equipment provided to ensure safe working practices will be properly used. All staff:

Risk Management

- shall report immediately any identified breaches of health and safety procedures, any accidents, safety related incidents, near misses, and any aspect which appears to them to give rise to a significant risk following due reporting procedures and to their line management;
- will inform their line manager, or the appropriate member of the Senior Leadership Team without undue delay where they believe that further training or other risk control measures would be beneficial. Where the employee believes significant risk to be present those tasks will not be carried out and the appropriate member of the Senior Leadership Team and the Head of People Services and/or the Health and Safety Advisor should be informed without delay of the concern;
- will co-operate in all safety programmes, training, risk assessments, near miss activities and other initiatives that are intended to reduce risk and are to actively implement any control measures identified to them as being required;
- ensure that all activities, tasks, events, and operations under their control are subject to a suitable and sufficient risk assessment, review risk assessments regularly and update them whenever there are changes to activities, personnel, equipment, environments, legislation, or following an incident or near miss. No activity shall be undertaken unless it is covered by an approved risk assessment;
- ensure that all employees, students, contractors, visitors, and any other persons involved are fully briefed on the activity, associated hazards, required control measures, emergency arrangements, and personal protective equipment (PPE) requirements, and must monitor and enforce full compliance with all identified risk control measures;

Training, Communication & Support

- will adhere to and engage with activities in the Attendance Management & Support procedure, to support their wellbeing and attendance, including individual stress risk assessments, wellbeing plans, occupational health attendance, etc.;
- will cooperate with any occupational health surveillance arrangements identified as necessary for their role, attend appointments when required, and comply with any reasonable measures arising from such surveillance to support their health, safety and wellbeing;

Compliance & Assurance

- will not participate in horseplay, practical jokes or other acts which may result in harm being caused to themselves or to other individuals.

Responsibilities – Students

Safety is an integrated function of college management, and each manager is responsible for safety performance in his/her/their sphere. The active co-operation and understanding of safety procedures by students is a vital element of the College safety approach. The avoidance of accidents is a common interest of all employees and students.

The Board of Management requires all students to:

Compliance & Assurance

- comply with the letter and spirit of current Health and Safety legislation, Approved Codes of Practice, authoritative guidance, and College Health and Safety Rules;
- recognise that each person is responsible not only for his or her own safety but also for the safety of anyone else who could be affected by his or her acts or omissions;
- not interfere with or misuse anything which has been provided by the College in the interest of health, safety or welfare;
- full adherence to risk assessments for all activities participated in, including the use of safety equipment and safe systems of works as instructed by academic, management or other staff; and
- not participate in horseplay, practical jokes or other acts which may result in harm being caused to themselves or to other individuals, and /or result in situations with the potential to cause harm; and

Training, Communication & Support

- support actively and co-operate with the pursuit and maintenance of standards of health, safety and welfare that are exemplary to the education sector.

Responsibilities – Health and Safety Committee

The Health and Safety Committee will provide an open forum for the discussion of all health and safety related issues raised by members of the Committee and by any other relevant sources. The Committee allows representation from health and safety representatives appointed by recognised trades unions and individual employees, thus allowing access to all employees and employee groups.

Leadership & Governance

- The Committee will meet at regular intervals throughout the academic year with meeting dates published at the commencement of each academic year;
- Other than the absence of the Head of People Services or the Health and Safety Advisor, a meeting should not be cancelled or postponed except in exceptional circumstances with the rearranged date being announced as soon as is practicable;
- If a member of the Committee is unable to attend a meeting, the member should nominate a named substitute;
- The quorum for the Health and Safety Committee will be five members;
- Recommendations on options to improve safety performance will be made to the Principal and Chief Executive without undue delay;
- The Committee will propose via meeting minutes and subject to the Principal's approval, members and to other appropriate persons within the organisation, actions required to be taken to implement policies, procedures, arrangements, and any other initiatives;

- The Committee will suggest solutions and initiatives for issues arising, which will be minuted and presented to the Senior Leadership Team following each meeting, without undue delay and will form part of the Health and Safety report presented to the People & Culture Committee. Where appropriate, the Committee will propose policy revisions, procedures, and arrangements, for ultimate approval by the Board of Management;

Monitoring & Improvement

- The Head of People Services and/or the Health and Safety Advisor will present a Health and Safety update report to the Committee at each meeting. The Committee will review routinely health and safety performance, analyse accident statistics, reported breaches of policy and procedures, audit and inspection reports and data from other information gathering exercises; and

Training, Communication & Support

- All Committee members will undergo suitable training, which will include as a minimum 'Health and Safety Awareness'. This will ensure that all members have a working knowledge of the topic, commensurate with their role in the Committee and within the organisation as a whole.

Responsibilities – Contractors

A contractor is an individual or company that the College does not employ but who is commissioned/contracted, to carry out a set task or tasks during the duration of contract, whether or not this is on a formal contract basis.

Contractors shall:

Compliance & Assurance

- always comply with the Health and Safety at Work etc. Act 1974 (HSAWA) and all subordinate legislation;
- adhere to the Construction (Design and Management) Regulations 2015(CDM);
- comply with all safety instructions issued by the College;
- work to a permit-to-work system for certain operations indicated or arising from the initial method statement and risk assessment stage which are considered to pose high risks;
- at all times use their own equipment and tools unless it has been pre- arranged with the Head of Facilities;

Risk Management

- prior to commencing work undertake appropriate risk assessments and provide the Head of Facilities with both completed risk assessments and method statements for the work to be carried out;
- inform the Head of Facilities of any changes to the method statements or risk assessments provided;

Monitoring & Improvement

- at all times, whilst engaged on a contract, ensure that their operations are executed under the controlled supervision of a named individual onsite; and

Training, Communication & Support

- inform the Head of Facilities of the named individuals on site.

Safe Behaviour & Fitness for Work

All employees, managers, students, contractors, agency workers and visitors are expected to behave in a safe, responsible and professional manner, contribute to a positive health and safety culture, and take reasonable care for their own health and safety and that of others who may be affected by their acts or omissions. They:

Safe Conduct

- will behave in a safe, responsible and professional manner and will not engage in horseplay, practical jokes, reckless behaviour, violence, aggression, bullying, harassment, misuse of equipment or any other conduct that may place themselves or others at risk;
- will promote and support safe behaviours, challenge or report unsafe acts, unsafe conditions or inappropriate conduct where safe and reasonable to do so, and assist in ensuring that others comply with health and safety requirements;
- will not possess, carry or use offensive weapons, prohibited items or anything intended to cause harm on College premises or whilst undertaking College-related activities, unless specifically authorised for educational or operational purposes;

Compliance & Cooperation

- will comply with all relevant health and safety policies, procedures, risk assessments, safe systems of work, instructions and control measures applicable to their activities;
- will cooperate with the College and others in the implementation of measures necessary to meet health and safety requirements and will not intentionally or recklessly interfere with, misuse or damage anything provided in the interests of health, safety, welfare or security;

Fitness for Work, Study and Activities

- will ensure that they are fit to undertake their work, study or other activities safely and will not participate in activities where alcohol, drugs, medication, illness or any other circumstance may adversely affect their judgement, capability or safety, or the safety of others;
- will comply with College requirements relating to smoking, vaping, occupational health, health surveillance and fitness for work arrangements, and cooperate with any measures identified to support health, safety and wellbeing;

Reporting Concerns

- will promptly report any concerns relating to unsafe behaviour, unsafe conditions, fitness for work, violence, substance misuse, prohibited items, incidents, near misses or any other matter which may adversely affect health, safety or wellbeing.

Specific Duties - Managers and Lecturers

- promote safe behaviour and intervene where unsafe conduct, impairment or non-compliance is identified;
- ensure employees and students are appropriately supervised and comply with health and safety requirements.

Specific Duties - All Students

- notify their Lecturer, or another member of staff, where a health condition, medication, substance or other circumstance may affect their ability to work safely.

Specific Duties - All Employees and Agency Staff

- notify their Manager where a health condition, medication, substance or other circumstance may affect their ability to work safely.

Specific Duties - Contractors

- comply with site rules, permit-to-work arrangements and contractor management requirements. Notify the Head of Facilities, or Depute, where a health condition, medication, substance or other circumstance may affect their ability to work safely.

Accidents, Incidents, Near Misses, First Aid and Work-Related Ill Health

The Head of People Services, or their designate, will be responsible for:

- maintaining an Occupational Health provision with suitable external consultancy;
- maintaining a recording keeping system for all Health and Safety surveillance records which relate to individual employees. This record keeping system should include the effective reporting of near misses.
- assisting managers in conducting Individual Stress Risk Assessments; and
- maintaining records of work-related ill health.

The College has undertaken a risk assessment related to the provision of First Aid and First Aiders. This will be reviewed on an annual basis. The risk assessment has identified the number and spread of First Aid personnel required by the College.

A list of appointed First Aiders will be maintained by the Head of People Services and will be appropriately displayed.

First-aiders will be responsible for:

- administering first-aid in line with their training, competence, and confidence where situations dictate;
- recording all accidents on the College accident report form;
- recording all incidents/near misses on the College incident/near miss form;
- Incident forms are kept on the intranet and hard copies will be kept at the reception area; and
- Informing the Head of People Services and the Health & Safety Advisor with regards accidents resulting in injury so that they be entered onto the College Accident Management System.

Responsibility for reporting all RIDDOR-reportable occurrences to the enforcing authority lies with

- Health & Safety Advisor

Distribution of the Health and Safety & Associated Policies

The College Health and Safety Policy, and associated policies, will be available as follows:

- College Website and staff intranet
- Issued to all new staff and students through the induction process.


SLC
South
Lanarkshire
College
East Kilbride

Board of Management

DATE	22 September 2026
TITLE OF REPORT	Cover Page- Student Association Report 270826
REFERENCE	Agenda item 13
AUTHOR AND CONTACT DETAILS	Hayley Mullen, Student President Hayley.mullen@slc.ac.uk
PURPOSE:	To provide the Committee with an update on Student Association activities, priorities, governance developments and plans for the 2026/27 academic year.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • Note the progress and activities undertaken by the Student Association during the reporting period. • Note the planned priorities and programme of activity for 2026/27. • Note the Student Association's contribution to student engagement, wellbeing, representation and partnership working across the College.
RISK	Failure to maintain effective student engagement and representation arrangements may reduce opportunities to gather and respond to student feedback, potentially impacting the student experience and institutional decision-making. The activities outlined within this report contribute to mitigating this risk through enhanced communication, partnership working and student participation.
RELEVANT STRATEGIC AIM:	• The Student Experience • Culture and People Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	The report provides an overview of Student Association activity and priorities for 2026/27. It highlights the election of new Student Association Officers, appointment of a Student Engagement Manager, implementation of a refreshed Student Association identity, wellbeing and cost-of-living support initiatives, student governance developments, communication and engagement plans, external partnership activity and the programme of events supporting student participation and inclusion throughout the academic year.

South Lanarkshire College

Students' Association

Board Report

August 2026

Students' Association

YOUR COLLEGE YOUR WAY

Executive Summary

This report outlines the work, priorities and plans of the Students' Association for the 2026/27 academic year.

Led by the President and Vice President, and supported by a Student Engagement Manager the Association has introduced a refreshed visual identity to strengthen visibility and distinct student representation.

The core priorities are to amplify the student voice, enhance engagement, and deliver targeted support including well-being initiatives, cost-of-living assistance and inclusive events such as Freshers' Week. Governance arrangements have been reviewed to ensure effectiveness, while they continue to build strong partnerships across the College and the wider sector.

The Student Association remain committed to ensuring student needs inform decision-making, promoting inclusion, and enhancing the experience of every student at South Lanarkshire College.



Students' Association

YOUR COLLEGE YOUR WAY

Overview

Student Association Elections

Following the recent elections, the Student Association is pleased to welcome a newly elected Student President and Vice President, who will represent the student body throughout the 2026/27 academic year.

To further strengthen the Student Association, the College has appointed a Student Engagement Manager in April 2026. As part of the wider Student Services team, the Student Engagement Manager will provide dedicated support to the Student Association throughout the academic year. Working alongside the President and Vice President, the Student Engagement Manager will oversee in the planning, organisation and delivery of Student Association activities and initiatives, while supporting the President and Vice President in achieving their priorities and enhancing the student experience.

Additionally, the Student Association has undergone a visual rebrand to strengthen its identity and increase its visibility across the College.

While retaining the recognised South Lanarkshire College acronym (SLC) to maintain a clear connection with the College, the refreshed branding introduces a distinctive orange colour scheme that enables the Student Association to establish its own identity and stand out as the representative voice of students.

The new branding will be used consistently across Student Association communications, promotional materials and merchandise throughout the 2026/27 academic year.

Student Association Plans for 2026/27

Building on past achievements, the Student Association will develop successful initiatives and introduce new opportunities responding to student needs.

The Student Association Officers will focus on strengthening engagement, ensuring the student voice influences decision-making, and delivering projects and events that enhance the student experience.

Working in partnership, they will promote inclusion, wellbeing and representation, helping all students succeed and feel part of the College community.



SLC Students' Association

YOUR COLLEGE YOUR WAY

Student Activities & Events

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

Care Experienced End of Year Celebration - 4 June 2026

The Student Association was pleased to support the College's Care Experienced Celebration Event, which provided an opportunity for students to reflect on their successes, celebrate their progress and connect with staff in a welcoming and supportive environment. The event was attended by Care Experienced students, members of Student Services, the incoming and outgoing Student Association President, Vice President and Student Engagement Manager, as well as one of the College's Vice Principals. Students enjoyed refreshments throughout the event and received a celebratory gift bag to celebrate their achievements.

The strong attendance reflected the College's ongoing commitment to supporting Care Experienced students and recognising their achievements. The Student Association is proud to support initiatives that celebrate student success and promote an inclusive College community where all students feel recognised, valued and supported throughout their educational journey.

Supporting Successful Transitions – 22 June & 31 July

The Student Assocation was pleased to support the College's Supporting Successful Transitions programme by delivering a presentation to prospective students attending through Aspire. The presentation 'Life as a Student', introduced students to the role of the Student Association and highlighted the wide range of opportunities, support services and activities available throughout the college journey.

By engaging with students before they begin their studies, the Student Association helped promote a positive and welcoming introduction to college life. The session encouraged students to become involved in the Student Association, access the support available to them and feel confident about becoming part of the College community.

Freshers Week – 15 -17 September 2026

Freshers' Week will provide new and returning students with an opportunity to engage with the Student Association, college services and a range of external organisations supporting student wellbeing and success. Student Association merchandise, including branded jumpers, tote bags and water bottles, will also be available, supporting the launch of the Association's refreshed branding and helping to increase its visibility across the College community. The Student Association also plans to provide a range of interactive activities to create a welcoming and enjoyable atmosphere that encourages students to participate and connect with others.

Pride – 18 July & 1 August 2026

The College was proud to support Glasgow Pride, with members of staff, including Student Services, taking part in the parade to demonstrate the College's commitment to equality, diversity and inclusion. By participating in one of Scotland's largest Pride events, College representatives stood alongside thousands of supporters in celebrating the LGBTQIA+ community, promoting visibility, acceptance of South Lanarkshire Colleges' diverse range of students.



The Student Association, alongside members of Student Services and college staff also proudly represented South Lanarkshire College at Pride Lanarkshire in August 2026. The College hosted an information stall, distributing College-branded LGBTQIA+ badges and promotional stationery while engaging with members of the public, event volunteers and representatives from other organisations. Staff also took part in the Pride Lanarkshire parade, carrying the South Lanarkshire College LGBTQIA+ banner throughout the duration of the parade.



Student Wellbeing and Cost of Living Support

Breakfast Initiative

The Student Association will continue to support the College's daily Free Breakfast initiative, recognising the positive impact it has on student wellbeing, engagement and readiness to learn. Throughout the 2026/27 academic year, the Student Association will place greater emphasis on promoting the initiative through posters, digital communications and Student Association channels to ensure students are aware of the support available.

Lunch on Us

The Student Association will continue to support Lunch on Us, delivered in partnership with Aramark, providing students with access to a free lunch each week. The initiative, delivered through Aramark's on-campus food station, helps to reduce financial pressures while encouraging students to engage with college life in a welcoming and inclusive environment. Throughout the 2026/27 academic year, the Student Association will work to increase awareness of the initiative through posters, digital communications and Student Association channels, ensuring more students are aware of and can benefit from the support available.

SLC College Food Larder

The College Food Larder will continue to provide students with access to essential food items and remains an important source of support for those experiencing financial hardship. Throughout the 2026/27 academic year, the Student Association will continue to increase awareness of the Food Larder through enhanced promotion across the College, including posters, digital communications and Student Association channels, ensuring students know how to access this valuable resource whenever it is needed. The Food Larder will also be regularly monitored to ensure that the items available reflect students' needs and preferences, helping to ensure the support provided remains relevant, accessible and responsive to student demand.

The above Student Poverty Support Programmes were only made possible through the financial support of the South Lanarkshire College Foundation Trust.



Student Governance & Strategic Development

Student Association Constitution 2026 - 2031

The Student Association Constitution entered its scheduled five-year review during the 2026/27 academic year. The Student Association President and Vice President worked in partnership with Student Services to review the Constitution, with the aim of ensuring it remains relevant, accessible and fit for purpose. The review also provided an opportunity to reflect on current governance arrangements, ensure the Constitution continues to support the effective operation of the Student Association, and align the document with current practice where appropriate.

The review focused on reducing repetition, improving the overall structure and separating the Constitution, Schedules and Appendices into clearly defined sections to make the document easier for students to navigate and understand. In addition, consideration was given to improving the clarity and consistency of the language used throughout the document, making it more accessible to students while retaining the integrity of the Association's governance framework. These changes are intended to enhance transparency, improve usability for students and officers alike, and ensure the Constitution remains a practical and effective governing document for the years ahead.

Student Association Strategic Plan 2026 - 2029

Throughout the review period of the College's Strategic Plan the Student Association President and Vice President played an active role in refreshing the document. Working collaboratively with college staff, they contributed to reviewing the content, updating the wording and improving the overall presentation to ensure the document was clear, accessible and reflective of the College's current priorities.

The Student Association's involvement ensured that the student perspective was represented throughout the review process, reinforcing its commitment to working in partnership with the College to support continuous improvement and enhance the student experience.

Student Partnership Agreement

A Student Partnership Agreement 2026–2030 is currently being developed by the College and the Student Association. It will outline a shared commitment to student engagement, focusing on strengthening student representation, promoting participation, and ensuring the student voice informs decision-making across the College. There will be a series of student-focused workshops organised to ensure that the College and the Student Association capture student and staff feedback which aims to strengthen the collaborative approach that already exists.

Student Code of Conduct - Boundaries

The Student Association contributed to updates to the Student Code of Conduct, strengthening guidance on appropriate communication between students and staff. The revised guidance promotes the use o official College communication channels to maintain proessional, appropriate, and accountable interactions. These changes support a safe and respectful learning environment, reinforce professional boundaries, and help foster a positive College community based on mutual respect. The newly added boundaries section states:

‘’ We expect every student to keep relationships with staff professional, focusing on your academic success, guidance and wellbeing support. We expect you to maintain communication through appropriate channels, including college emails, Microsoft teams and college social media platforms, doing so within college hours. If you need additional support beyond your course, the lecturing team can direct you to appropriate services such as Student Guidance and Support Advisors, counselling, or the ELS team’’

Student Association Communications & Engagement

SA Communication with SLC Students

Throughout the 2026/27 academic year, the Student Association plans to strengthen communication and engagement with students by building on existing communication methods while introducing new ways to share information and encourage participation. Annual initiatives, including the Student Association events planner and the induction presentation, will continue to provide students with key information about upcoming activities, opportunities and the support available throughout the academic year.

The induction presentation will incorporate photographs and Student Association contact details to help students become familiar with the elected representatives and the student engagement manager from the outset. To further enhance communication, the Student Association plans to establish a dedicated TikTok platform to increase visibility and student engagement, alongside making greater use of digital screens across the College to promote events, campaigns and opportunities.

The Student Association President and Vice President will also wear branded Student Association jumpers in the Association’s new colour, displaying their names and roles to improve visibility and make it easier for students to identify and approach their elected representatives. The Student Association will also continue to develop its newsletter, regularly reviewing student engagement and adapting its content and format to ensure it remains relevant, engaging and effective in communicating with students.

Student Association Communication with SLC Staff

The Student Association is committed to developing strong working relationships with departments across the College to enhance the student experience through effective partnership working. Throughout the 2026/27 academic year, the Student Association will continue to engage with curriculum teams, Quality, Marketing and Student Services to identify opportunities to improve student representation, respond to emerging student needs and enhance the support available to learners. This collaborative approach will also support the promotion of Student Association initiatives, increase the visibility of the Association through enhanced marketing and social media, and ensure the student voice continues to influence College initiatives, developments and decision-making.

Through this engagement, the Student Association aims to gather honest, first-hand insight into the student experience and meaningful feedback that can support the Senior Leadership Team and Board of Management in making informed decisions that enhance the welfare and overall experience of students.

Student Association External Engagement

The Student Association President and Vice President participated in the sparqs Residential 2026, a national development programme designed to support Student Association officers from colleges and universities across Scotland. The Residential provided valuable opportunities to develop leadership skills, strengthen understanding of student representation and partnership working, and gain greater insight into the wider Scottish tertiary education sector. Engagement with fellow Student Association officers and sector professionals enabled the sharing of best practice and innovative approaches to student engagement, which will help inform the Student Association's work and support the continued enhancement of the student experience at South Lanarkshire College.

The Student Association is committed to building relationships with Student Associations across the further education sector to share best practice and enhance the student experience. During the 2026/27 academic year, the Student Association visited the Student Associations at City of Glasgow College and New College Lanarkshire to discuss successful approaches to student engagement, representation and communication. These visits provided valuable opportunities to exchange ideas, explore innovative initiatives and strengthen partnership working across the further education sector, with the aim of applying best practice to further enhance the student experience at South Lanarkshire College.



2026/2027 Events

Delivered Meetings & Events
(May - August 2026)

Mental Heath Week
11 May 2026

Carers Week
8 June 2026

CE End of Year Celebration
3 June 2026

Glasgow Pride
18 July 2026

Lanarkshire Pride
1 August 2026

Up-coming Meetings & Events
(August - November 2026)

Freshers Week
15 -17 September 2026

World Mental Health Day
10 October 2026

Halloween Celebrations
29 October 2026

Men's Mental Health Day
10 October 2026

Action Against Gender Based Violence
25 Nov - 10 Dec 2026

Period Poverty Stall
(*Running Throughout)*





Students' Association

YOUR COLLEGE YOUR WAY

BOARD OF MANAGEMENT

DATE	22 September 2026
TITLE OF REPORT	Student Satisfaction and Engagement Survey 2025-2026
REFERENCE	Agenda item 14
AUTHOR AND CONTACT DETAILS	Shona Pettigrew shona.pettigrew@slc.ac.uk
PURPOSE:	To provide members with an overview of the College's 2025-26 Student Satisfaction and Engagement Survey results, including participation and satisfaction outcomes, and to outline the planned approach to analysis and enhancement activity during 2026-27.
KEY RECOMMENDATIONS /DECISIONS:	Members are recommended to: • note the 2025-26 Student Satisfaction and Engagement Survey results; • note the significant increase in Further Education and Higher Education response rates and the resulting improvement in the robustness of the evidence base; • endorse the planned approach to integrated analysis, incorporating student satisfaction, retention, achievement and wider student feedback; • endorse the proposed activity to strengthen student partnership, representation and student voice arrangements; and • seek assurance through regular reporting on resulting improvement actions and progress.
RISK	• Failure to understand and address the factors influencing student satisfaction may adversely affect the quality and consistency of the student experience; • Failure to triangulate satisfaction results with retention, achievement and wider student feedback may result in incomplete or poorly targeted improvement activity; • Failure to demonstrate visible action in response to student feedback may reduce student confidence in College feedback and representation mechanisms; and • Failure to strengthen student partnership and representation arrangements may limit the College's ability to identify issues, shape effective solutions and evaluate impact.
RELEVANT STRATEGIC AIM:	• Student Experience • Culture and People Development • Growth and Innovation

SUMMARY OF REPORT:	The 2025-26 Student Satisfaction and Engagement Survey results show satisfaction levels below the national averages for both Further Education and Higher Education students. However, the College achieved a significant improvement in participation, with response rates now exceeding the national averages and providing a stronger and more representative evidence base. During 2026-27, the College will undertake detailed analysis of the survey findings alongside retention, achievement and wider sources of student feedback. This will be supported by strengthened partnership with the Students' Association, reinstatement of the cross-college Student Voice Working Group, enhancement of Student Officer and Class Representative structures, and more integrated departmental and course-level performance reviews. The focus will be on understanding the factors influencing student perceptions and delivering targeted, evidence-based improvements to the student experience.

1 INTRODUCTION

1.1 This report provides an overview of the outcomes of the 2025-26 Student Satisfaction and Engagement Survey (SSES) and outlines the College's planned approach to analysis, enhancement and student partnership activity during 2026-27.

1.2 The survey provides an important measure of students' perceptions of their learning experience and, alongside retention, achievement, complaints, compliments, representation activity and local student feedback mechanisms, forms a key component of the College's evidence base for quality enhancement and continuous improvement.

1.3 While the 2025-26 survey results indicate satisfaction levels below both sector averages and the majority of colleges, the significant increase in student participation provides a substantially stronger and more representative evidence base from which to understand the student experience and identify priorities for enhancement.

1.4 The College's focus during 2026-27 will be on developing a deeper understanding of the factors influencing student perceptions through integrated analysis of student satisfaction, retention, achievement and wider student feedback. This work will be undertaken in partnership with students and the Students' Association to ensure that improvement activity is evidence-based, targeted and informed directly by the learner voice.

1.5 Appendix A is a high-level overview of SSES 2025-26 data.

2 STUDENT SATISFACTION AND ENGAGEMENT SURVEY (SSES) 2025-26

2.1 The Scottish Funding Council published the Student Satisfaction and Engagement Survey results for 2025-26 academic year on 01/09/26. For South Lanarkshire College this illustrated overall satisfaction levels below both the Scottish sector average and the majority of colleges. SLC satisfaction rates were 88.4% for Further Education students and 77.8% for HE students, compared to national averages of 95.5% and 92.9% respectively.

2.2 Whilst these results are disappointing, they should be considered within the context of a significant increase in survey participation. In 2025-26, the College achieved response rates of 81.5% for FE students and 86.0% for HE students, compared to 53.0% and 44.7% respectively in 2024-25. Response rates now exceed the national averages of 65.1% (FE) and 59.2% (HE).

2.3 A key priority identified following the 2024-25 survey was to increase participation to ensure that the College had a sufficiently robust and representative data set from which meaningful conclusions could be drawn. The relatively low response rates in 2024-25 limited confidence in the extent to which survey findings reflected the experience of the wider student population. The significantly improved participation achieved in 2025-26 provides a much stronger evidence base and greater confidence that the results reflect the views of students across the College.

2.4 The focus for 2026-27 will therefore be less on questioning the validity of the results and more on understanding the factors influencing student perceptions. A detailed analysis of the survey data will be undertaken alongside other sources of student feedback and performance information, including retention, achievement, student representation activity, complaints, compliments and local student surveys. This work will seek to identify any themes, variations between curriculum areas and opportunities for improvement.

2.5 It is important to note that the survey findings do not align with all other measures of student experience. During 2025-26 the College experienced improvements in key performance indicators including retention and achievement and continues to operate a wide range of student engagement and partnership mechanisms. Further analysis will therefore be undertaken to better understand the relationship between satisfaction, engagement and educational outcomes, and to identify the key actions required to improve the student experience.

3 STUDENT VOICE

3.1 Board members are asked to note the survey outcomes, the significant improvement in response rates achieved in 2025-26, and the planned programme of analysis and enhancement activity that will be undertaken to better understand the findings and support improvements in future student satisfaction outcomes.

3.2 The survey findings reinforce the importance of continuing to strengthen student partnership arrangements across the College. While a detailed analysis of the results will be undertaken, the College recognises that improving student satisfaction requires students to be active partners in identifying issues, shaping solutions and evaluating progress.

3.3 During 2026-27, the College will work closely with the Students' Association to further enhance student voice and representation arrangements. This will include reinstating the cross-college Student Voice Working Group to provide a coordinated forum for reviewing feedback, monitoring actions and sharing good practice across curriculum and support areas.

3.4 In addition, the College will strengthen its student officer and class representative structures to ensure that learners are supported to effectively gather and represent the views of their peers. This work will form part of the implementation of the College's wider Student Partnership approach and will help ensure that student feedback is captured, understood and acted upon in a timely and visible manner.

3.5 The College will use information from the Student Satisfaction and Engagement Survey alongside feedback from class representatives, Student Officers, course team discussions, student focus groups, complaints, compliments and other engagement mechanisms to develop a comprehensive understanding of the student experience and inform improvement planning.

3.6 The College's priority for 2026-27 is not simply to improve survey scores, but to strengthen the quality of the student experience through meaningful partnership with students and robust, evidence-based enhancement activity.

The College recognises that student satisfaction is only one measure of the student experience. During 2026-27, departmental and course performance reviews will include a more integrated analysis of student satisfaction, retention and achievement data.

3.7 Early review of the 2025-26 results has highlighted examples where satisfaction and attainment outcomes do not follow the expected pattern (correlation between low satisfaction and low attainment). Understanding these relationships will be a key focus of enhancement activity during the coming year and will support a more evidence-based approach to improving both the quality of the student experience and student success.

4 CONCLUSION AND NEXT STEPS

4.1 While the 2025-26 Student Satisfaction and Engagement Survey results are disappointing and require careful consideration, the significantly improved response rates achieved this year provide the College with a much stronger and more representative evidence base from which to understand the student experience and identify priorities for improvement. The College therefore considers the survey findings to be an important opportunity to strengthen its understanding of student perceptions and to enhance the quality of the student experience.

4.2 During 2026-27, the College will adopt a more integrated approach to performance analysis and enhancement. Progress reviews at departmental and course level will include consideration of student satisfaction, retention and achievement data alongside other sources of student feedback and performance information. Initial analysis of the 2025-26 data has identified some unexpected variations between satisfaction and attainment outcomes, indicating the need for a more detailed understanding of the factors that influence student perceptions and success.

4.3 The College will work closely with the Students' Association to strengthen student partnership and representation arrangements. This will include reinstating the cross-college Student Voice Working Group and enhancing Student Officer and Class Representative structures to ensure that students are actively involved in identifying issues, shaping solutions and evaluating progress. Survey findings will be considered alongside feedback gathered through student representatives, focus groups, complaints, compliments and other engagement activities to provide a more comprehensive picture of the student experience.

4.4 The College's priority for 2026-27 is not solely to improve survey outcomes, but to strengthen the overall quality of the student experience through meaningful partnership with students, effective use of data, and targeted enhancement activity informed by a robust evidence base. The outcomes of this work will be reported regularly through existing quality and governance arrangements.

5 EQUALITIES

5.1 The strategic priorities outlined within this report are intended to positively support the College's commitment to equality, diversity and inclusion.

5.2 Particular emphasis will be placed on ensuring that student voice mechanisms, learner pathway development, admissions processes and support services are accessible, inclusive and responsive to the needs of all learners, including those with protected characteristics, those from areas of socio-economic disadvantage and those groups under review through the ILQR process.

5.3 The implementation of Skillsminer, enhanced learner support planning, strengthened articulation pathways and improved stakeholder engagement are expected to further promote equitable access, participation, progression and successful outcomes for all learners.

6 RISK AND ASSURANCE

6.1 The successful delivery of the priorities outlined within this report is dependent upon continued stakeholder engagement, effective change management and the robust implementation of agreed processes and systems.

6.2 Key risks include:

6.2.1 Failure to understand and address the factors influencing student satisfaction may adversely affect the quality and consistency of the student experience;

6.2.2 Failure to triangulate satisfaction results with retention, achievement and wider student feedback may result in incomplete or poorly targeted improvement activity;

6.2.3 Failure to demonstrate visible action in response to student feedback may reduce student confidence in College feedback and representation mechanisms; and

6.2.4 Failure to strengthen student partnership and representation arrangements may limit the College's ability to identify issues, shape effective solutions and evaluate impact.

7 RECOMMENDATIONS

7.1 Members are recommended to:

7.1.1 Note the 2025-26 Student Satisfaction and Engagement Survey results;

7.1.2 Note the significant increase in Further Education and Higher Education response rates and the resulting improvement in the robustness of the evidence base;

7.1.3 Endorse the planned approach to integrated analysis, incorporating student satisfaction, retention, achievement and wider student feedback;

7.1.4 Endorse the proposed activity to strengthen student partnership, representation and student voice arrangements; and

7.1.5 Seek assurance through regular reporting on resulting improvement actions and progress.

Appendix A

Student Satisfaction and Engagement Survey (SSES) 2025 – 26

College	FE		HE	
	Response rate	Satisfaction rate	Response rate	Satisfaction rate
Ayrshire College	74.00%	96.30%	52.60%	95.90%
Borders College	44.50%	95.90%	25.50%	87.10%
City of Glasgow College	70.90%	95.20%	65.80%	93.00%
Dumfries and Galloway College	83.20%	98.90%	73.70%	97.70%
Dundee and Angus College	64.40%	96.80%	56.90%	96.50%
Edinburgh College	54.90%	96.40%	40.90%	92.70%
Fife College	86.20%	95.40%	79.80%	94.10%
Forth Valley College	38.20%	96.90%	24.30%	97.10%
Glasgow Clyde College	51.00%	97.00%	50.00%	95.10%
Glasgow Kelvin College	56.90%	96.10%	50.40%	92.70%
New College Lanarkshire	64.10%	91.90%	61.00%	88.70%
Newbattle Abbey College	71.90%	-	-	-
North East Scotland College	77.20%	95.80%	76.00%	92.90%
Sabhal Mor Ostaig*	100.00%	92.20%	-	-
Scotland's Rural College*	77.90%	93.40%	-	-
South Lanarkshire College	81.50%	88.40%	86.00%	77.80%
UHI Argyle*	67.00%	90.50%	-	-
UHI Inverness*	72.20%	95.80%	-	-
UHI Moray*	70.70%	96.40%	-	-
UHI North, West and Hebrides	46.00%	94.20%	-	-
UHI Orkney*	16.10%	93.50%	-	-
UHI Perth*	62.50%	95.80%	-	-
UHI Shetland*	-	-	-	-
West College Scotland	59.80%	96.30%	51.50%	94.50%
West Lothian College	64.40%	97.80%	59.30%	95.80%
Scotland	**65.10%**	**95.50%**	**59.20%**	**92.90%**

* HE level Student satisfaction for UHI partners colleges and Scotland's Riral College (SRUC) is reported in the National Student Survey 2026 results

Chairs Report

Douglas Morrison, Chair of the Board of Management

September 2026

In my first update of 2026/27, I look ahead to what promises to be a significant year for both South Lanarkshire College and the tertiary education sector as a whole. As implementation of the Tertiary Education and Training Act progresses alongside the wider Public Sector Reform agenda, clear themes are emerging around greater collaboration, improving the value derived from public investment, and reconnecting educational outcomes with social value and economic growth. These themes align strongly with our own strategic direction and provide an important backdrop to the year ahead.

During the quarter, we experienced the unexpected resignation of the Minister for Innovation, Technology and Tertiary Education, Ben Macpherson. I would like to record my appreciation for Mr Macpherson's engagement with the sector, both during his interim period as Minister for Further and Higher Education in the previous Parliament and through his leadership during the early stages of the newly formed Government. I very much look forward to working with his successor, Alyn Smith MSP, whom we have invited to visit the College and meet our students and staff.

I also note the resignation of Francesca Osowska as Chief Executive of the Scottish Funding Council. I would like to record my thanks to Francesca for her leadership during her tenure, particularly through a period of significant change across tertiary education and in overseeing the early stages of the Tertiary Education and Training Act. I wish her every success for the future. I also welcome Paul Devoy as Interim Chief Executive and look forward to working with Paul over the coming year as the sector continues to navigate reform and the opportunities and challenges that come with it.

Closer to home, I am delighted to welcome our Student President and Vice President, Hayley and Kaitlyn, to the Board. Both are already making a positive contribution, including through the refresh of the Student Charter, their involvement in a broad range of College activities, and their contribution to our recent Board Development Day. I am equally pleased to formally welcome Richard as our new staff representative. The perspectives of students and staff are integral to effective governance, and I look forward to their contributions over the coming year.

Our recent Board Development Day was successfully facilitated by Gordon Hunt from the College Development Network and focused on chairing skills and constructive questioning. The session provided a timely reminder of our collective responsibility to support, advise and scrutinise, and of the importance of constructive challenge in effective governance. It also reinforced the value of the College Development Network in supporting our individual and collective development as board members. My thanks, as always, to Vari and Christine for organising the session and ensuring its success.

We should also not lose sight of the Board Strategy Day held in late June, which focused specifically on income diversification. I am pleased to see that a number of the ideas and themes emerging from that session are already beginning to feature in the College's developing commercial plans. Given the continuing financial pressures facing the sector, our ability to diversify income while remaining firmly aligned with our purpose and Strategy 2030 will remain an important area of focus.

I would also like to thank John Brown and Heather Anderson for agreeing to Chair the People and Culture Committee and, on an interim basis, the Finance Committee respectively. Both have already made positive contributions and join an already strong group of committee chairs alongside Jo Gill, Chair of Learning, Teaching and Student Experience, and Peter Sweeney, Chair of Audit and Risk. Effective committees are fundamental to the work of the Board, and I am grateful to each of our Chairs and members for the time and expertise they commit.

My external engagement during the quarter has remained focused on ensuring the College is appropriately connected to, and contributing to, the wider development of the sector. This has included participation in the Scottish Funding Council's College Sector of the Future workshops; a lessons learned discussion with the Scottish Funding Council and colleagues from New College Lanarkshire; Colleges Scotland events, including its annual conference and dinner at Fife College; arranging a meeting of the Chairs of the six Glasgow regional colleges; and engagement with the College's legal advisers. Collectively, these discussions continue to reinforce both the scale of change facing the sector and the importance of collaboration as we navigate it.

Commercially Sensitive – Not for Publication

[redacted]

Looking ahead to the next quarter, I will be restarting the programme of individual 1-1 discussions with members for the new academic year. I would encourage every member to take the opportunity to meet with me and provide feedback and advice on how we can continue to optimise our individual and collective contribution to the College. We also have the graduation ceremony in November to look forward to, which remains one of the highlights of the College calendar and an important opportunity to celebrate the achievements of our students alongside their families, supporters and staff.

I am also keen that we begin to consider more deliberately how the Board can interact safely, responsibly and productively with the increasingly capable AI tools available to us. This will feature in an upcoming development session, where I hope we can explore the appropriate balance between good governance, confidentiality and information security, and the very real benefits that AI capabilities can offer in supporting board members to understand information, challenge effectively and discharge our responsibilities. As with the wider changes facing the sector, our response should be considered and proportionate, but equally we should not be afraid to embrace technologies that can improve the effectiveness of our work.

As we begin the new academic year, there is much to be positive about, but also much for us to do. The external environment continues to evolve rapidly, while our own ambitions through Strategy 2030 require sustained focus and effective governance. My thanks, as always, to members for your contribution throughout the quarter and to Vari and Christine for their

incredible support to me and to the wider Board. I look forward to working with you all over what promises to be another important year for South Lanarkshire College.

Finally, I wish to note for the Board that I have decided to step down from my substantive role as Deputy CEO at BE-ST and will move into a new industry facing executive role in mid October. I do not anticipate that this change will have any material impact on my responsibilities or commitments as Chair of the Board and remain fully committed to the role. I will, of course, update the Register of Interests to reflect the change in my professional circumstances.

BOARD OF MANAGEMENT MEETING

DATE	22 September 2026
TITLE OF REPORT	Principal's Update
REFERENCE	16
AUTHOR AND CONTACT DETAILS	Stella McManus Stella.mcmanus@slc.ac.uk
PURPOSE:	To provide members with updates regarding items not on the agenda.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • note the successful Public Service Reform funding application, pending Scottish Funding Council Board sign off; • note the progress of the College Sector of the Future programme and the Scottish Funding Council's review of the funding model; • note progress towards a strategic partnership with South Lanarkshire Council and continuing regional devolution discussions; • consider what future collaboration, planning and delivery arrangements should look like between colleges within the Glasgow City Region, particularly in relation to skills planning, economic development and regional empowerment; and • note the successful Local Innovation Partnerships Fund award and the continued development of collaborative working through College Partnership West.
RISK	• That the College does not keep up with sector reform and pace of change is too slow impacting on future business.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• The College has secured in-principle support from the Scottish Funding Council for a Public Service Reform project focused on developing a scalable micro-credential model for workforce development. • National college sector reform activity continues through the College Sector of the Future programme, with

	consideration being given to the future role, funding, governance and sustainability of Scotland's colleges. • The Scottish Funding Council is progressing a review of the funding model, including cost of delivery, mission-based funding and demand-led approaches, with an emphasis on greater transparency, stability and evidence-based decision-making. • Progress continues on the proposed strategic partnership with South Lanarkshire Council, with Heads of Terms expected to be considered by Council Cabinet in October 2026. • Significant work is underway through Glasgow City Region devolution and regional empowerment discussions, including the development of proposals for regional skills planning, investment and delivery. • The six Glasgow City Region colleges continue to strengthen collaborative working through College Partnership West, including the successful £5 million Local Innovation Partnerships Fund award to the region.

1. INTRODUCTION

1.1 The purpose of this report is to provide members with information not included on the agenda of the Board Meeting scheduled for 16 June 2026.

2. PUBLIC SECTOR REFORM

2.1 The Scottish Funding Council (SFC) is progressing a sector-wide programme of stabilisation and transformation from 2026-27, supported by increased funding and aligned to Public Service Reform objectives. The programme aims to improve the financial sustainability, efficiency and regional impact of Scotland's tertiary sector through collaborative approaches, while supporting wider sector reforms. Priority areas include flexible learning, shared services and new operating models, income growth, benchmarking and efficiency measures, and the development of a sector-wide student records system.

2.2 This work is intended to strengthen the long-term sustainability, efficiency and impact of Scotland's tertiary education system while supporting national priorities, including employability, the Just Transition and public service reform.

2.3 Shona Pettigrew, Vice Principal for the Student Experience and Innovation, has led on the College's submission and partners include the University of Strathclyde, Glasgow School of Art, OnPath Energy, BE-ST and IBioIC, to develop and pilot an innovative micro-credential model for workforce development. The project would position the College as the lead institution in creating a scalable framework that can support skills development, upskilling and reskilling across multiple sectors in Scotland.

2.4 The project will use healthy homes retrofit and energy efficiency as an initial pilot area, responding to identified workforce skills needs linked to renewable energy developments and community retrofit programmes. The partnership aims to develop a suite of flexible, stackable micro-credentials that support learner progression across colleges, universities and employers while providing industry with rapid access to the skills required for workforce transformation.

2.5 The proposal supports national priorities relating to modular learning, workforce development, employer engagement and tertiary sector collaboration. It would enable the College and partners to test new approaches to curriculum design, learner progression and recognition of learning, while creating a model that could be transferred to other priority sectors facing skills shortages and economic change.

2.6 The proposal requested £225k of Public Service Reform funding to support project management, curriculum development, pilot delivery, evaluation and sustainability planning. The Scottish Funding Council has subsequently indicated its intention to support the project, subject to Board approval and the submission of required compliance documentation, including impact assessments and governance requirements.

3. SCOTTISH FUNDING COUNCIL

3.1 Members are to note that Paul Devoy has been appointed as the new Deputy Chief Executive of the SFC, and he started his new role in August 2024. Following the departure of the current Chief Executive Officer, Francesca Osowska, he will also take on the role of Interim Chief Executive Officer. https://www.sfc.ac.uk/?news=sfc-appoints-deputy-chief-executive

4. COLLEGES SCOTLAND

3.1 College Sector of the Future Update

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

3.3 This work is being co-designed with the College Sector, Scottish Government, Scottish Funding Council (SFC), industry, students, wider partners and disruptive thinkers from beyond the sector. The work has been organised across three pillars, the first which has collated and reviewed existing research, data and reports since 2014. The second consists of national workshop and a series of regional workshops, with the third setting out what the options could be for the future.

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

3.5 There is now a dedicated page on the Colleges Scotland website to keep stakeholders informed. https://collegesscotland.ac.uk/our-work/college-sector-of-the-future To date both the Chair and I have been involved in separate workshops which focussed on what the role of colleges should be.

3.6 Funding Model Review and Draft Budget

3.7 The College Principals' Group considered emerging proposals for funding model reform. Discussion focused on developing a stronger evidence base for the cost of delivery through sector-wide benchmarking, exploring a blended funding model that combines core activity funding with mission-based investment, and improving the use of demand data to reflect regional and economic needs. There was broad support for greater transparency, funding stability and multi-year planning, with agreement that future reform should balance core teaching activity with strategic priorities and be informed by practical testing and modelling rather than further conceptual discussion.

3.8 The college budget submission is currently being worked on by Colleges Scotland and is based around the scenarios that were put forward for last year's budget as that is a model that the Scottish Government welcomed. There are four scenarios, flat cash, survivability (inflation proof), sustainability (above inflation) and a growth scenario which would also include restoring funding levels back to those of 2021-22.

Note that the spending review in January 2026, also included £80m allocated to the college sector, the survivability scenario includes this allocation. If the survivability factor were successful, this would be a further £120m to the whole college sector.

3 SOUTH LANARKSHIRE COUNCIL

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

3.2 Since the last update, the Executive Team has met with the Chief Executive of South Lanarkshire Council, Paul Manning, who has expressed strong support for building on the already positive and productive relationship between the Council and the College. Progress on the Heads of Terms remains on track, with the Council anticipating submission to Cabinet in October 2026. Subject to approval, arrangements will then be made for formal signature of the agreement.

3.3 As part of strengthening strategic relationships, both the Chief Executive, Paul Manning, and the new Leader of South Lanarkshire Council, Councillor Maureen Chalmers, have been invited to visit the College to explore opportunities for further collaboration in support of local skills, employability and economic priorities.

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

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

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

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

4.3 ***Regional Empowerment Update***

4.4 Since the previous Board meeting, all Glasgow City Region devolution workstreams have met, with KPMG facilitating discussions and capturing the key themes,

opportunities and challenges identified by each group. These discussions form part of the development of a wider devolution proposition for the Region.

4.5 Following the individual workstream sessions, the first meeting of Workstream Chairs took place on 2 September 2026, chaired by Sir Jim McDonald. KPMG reflected the emerging themes from across the workstreams and outlined the next phase of activity. The meeting agreed an approach to developing the overarching devolution proposition over the coming weeks, recognising both the compressed timetable and the pace of wider policy developments.

4.6 It was agreed that the work will now progress through two interconnected strands:

4.6.1 Development of an emerging core proposition focused on a strengthened regional investment and delivery platform, capable of setting long-term priorities, integrating investment and delivery, and managing funding and risk across the City Region.

4.6.2 Development of the practical evidence, delivery mechanisms and policy proposals required to support the overarching proposition, through the individual service area workstreams.

4.7 Within the Skills and Employability Workstream, discussions are now focusing on the governance, planning and funding arrangements required to enable a more coordinated regional skills system. Key areas under consideration include:

4.7.1 The workforce planning model required to connect labour market intelligence, future skills demand and government investment programmes with agreed regional skills priorities.

4.7.2 Mechanisms to improve coordination of investment propositions and planning across the skills system to better inform post-school and senior phase provision.

4.7.3 Opportunities for regional influence over funding and commissioning decisions, including the potential role of multi-year funding, incentives and conditions that support collaborative delivery across providers.

4.8 A further Skills and Employability Workstream meeting is scheduled later this month. A discussion paper will be developed in advance to test emerging findings and propositions with members, with the aim of building a shared regional position that will inform the wider Glasgow City Region devolution proposition.

4.9 The Board will continue to receive updates as the work progresses and as the emerging regional proposition is refined and considered by City Region partners. See below for the workstreams and the Chairs.

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

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

4.11 Given the significant work underway across regional empowerment, devolution and public sector reform, it is becoming increasingly important that the six Glasgow City Region colleges work collectively to maximise their contribution to regional economic growth, skills development and workforce planning. In this context, the Chair of the Board is seeking to engage with fellow college Chairs across the City Region to further strengthen collaboration, build greater alignment around shared priorities, and support a more coordinated sectoral response to emerging regional opportunities.

4.12 ***Local Partnership Innovation Fund***

4.13 As members, the GCR has informed CPW that it may receive £5m of the £50m Local Innovation Partnerships Funding that GCR have been allocated by UK Research and Innovation (UKRI).

4.14 Representatives from each college, led by Shona Pettigrew for SLC, developed the bid. UKRI confirmed on 8 September 2026 that it has been successful and the project can now proceed to delivery.

5 PARTNERSHIP WORKING

5.1 The Principal has engaged in the following activities:

- 5.1.1 attended a Skills Planning Reform workshop led by the Scottish Government on 25 June 2026;
- 5.1.2 attended the installation of the Mairi Watson as the Principal of Glasgow Caledonian University;
- 5.1.3 presented at the Energy Efficiency Association Conference in London at the Institute of Directors on 2 July 2026;
- 5.1.4 attended a second session of the Skills Planning Reform Workshop led by the Scottish Government on 9 July 2026;
- 5.1.5 alongside the Senior Leadership Team met with Angus Warran the Chief Executive of APUC (the Association for Procurement for Universities and Colleges);
- 5.1.6 with the Executive Team met the potential new owners of the Town Centre for exploratory discussions;
- 5.1.7 attended alongside, the Chair of the Board a session with the Principal and Chair of New College Lanarkshire regarding collaborative working within North and South Lanarkshire following de regionalisation on 24 July 2026;

5.1.8 met with Mairi Watson the Principal of Glasgow Caledonian University on 7 August 2026;
5.1.9 with the Executive Team attended the quarterly meeting with South Lanarkshire Council on 12 August 2026;
5.1.10 attended a South Lanarkshire Council Community Planning Partners deep dive focus group on 19 August 2026;
5.1.11 attended the first Skills Empowerment workstream workshop at KPMG on 19 August 2026;
5.1.12 attended a College Sector of the Future Workshop on 25 August 2026;
5.1.13 chaired the College Partnership West meeting on 27 August 2026;
5.1.14 attended the Regional Devolution Oversight Group on 2 September 2026 at the City Chambers;
5.1.15 attended the College Principals' Group meeting at Colleges Scotland on 8 September 2026;
5.1.16 attended the Community Planning Partnership Board meeting on 9 September 2026;
5.1.17 attended the launch of the POD (Pathways, Opportunity and Development) a new South Lanarkshire Youth, Wellbeing and Employability Hub in Cambuslang, led by Routes to Work South that the College is supporting on 10 September 2026;
5.1.18 met with the Stuart McKenna, Chief Executive of the Scottish Training Federation on 9 September 2026;
5.1.19 attended the Chairs' and Principals' Forum at Colleges Scotland on 15 September 2026; and
5.1.20 participated in BBC TV and radio interviews following the publication of the Audit Scotland Report: Scotland's Colleges 2026

6 GOOD NEWS STORIES

6.1 Annex A contains a short round-up of the good news stories and events that have taken place across the College during July and August 2026, along with mentions of the College in the press. The summary is broken down into five sections:

6.1.1 News Headlines: A review of successful news stories from across the summer.
6.1.2 College News: A review of news and updates published on the College website.
6.1.3 College Events & Campaigns: A round-up of key events and campaigns that have taken place across the College.
6.1.4 Student and Staff Success Stories: Good news stories highlighting the achievements and successes of our students and staff.
6.1.5 Stakeholder Engagement: Positive updates and highlights relating to our engagement with key stakeholders.

7 EQUALITIES

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

8 RISK

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

9 RECOMMENDATIONS

9.1 Members are recommended to:

9.1.1 note the successful Public Service Reform funding application, pending Scottish Funding Council Board sign off;

9.1.2 note the progress of the College Sector of the Future programme and the Scottish Funding Council's review of the funding model;

9.1.3 note progress towards a strategic partnership with South Lanarkshire Council and continuing regional devolution discussions;

9.1.4 consider what future collaboration, planning and delivery arrangements should look like between colleges within the Glasgow City Region, particularly in relation to skills planning, economic development and regional empowerment; and

9.1.5 note the successful Local Innovation Partnerships Fund award and the continued development of collaborative working through College Partnership West.

ANNEX A

News Headlines

- **South Lanarkshire College Helps Create New Routes into Renewable Energy Sector**
  https://www.dailyrecord.co.uk/in-your-area/lanarkshire/south-lanarkshire-college-helps-create-37573368

- **Duncanrig Pupils Look to the Future after Exams**
  https://www.pressreader.com/uk/east-kilbride-news/20260819/281573772532069

College News

- **Thyme to Shine for South Lanarkshire College Horticulture Students**
  https://www.slc.ac.uk/more/news-and-events/thyme-to-shine-for-south-lanarkshire-college-horticulture-students

- **South Lanarkshire College Joins Forces with Warmworks and City Technical Services UK Ltd**
  https://www.slc.ac.uk/more/news-and-events/south-lanarkshire-college-joins-forces-with-warmworks-and-city-technical-services-uk-ltd

College Events & Campaigns

- **Glasgow Pride**
  https://www.facebook.com/SLCek/posts/pfbid02zUV2jYqxZ8AtRpv8MzgCKw7Ldbr73nRKt3C8fqUBPdDnkWXxcQyEag6m2MjRtqgDl

- **Lanarkshire Pride**
  https://www.facebook.com/SLCek/posts/pfbid02bgw3R4oCMPit6AfnBVz3tSBBd3f1sfXrtqVj77e4uFFrgXXNrM7HMvWPQ8WExw6Cl

- **All Staff conference**
  ✨ What a way to kick off 2026/27 at... - South Lanarkshire College | Facebook

- **Exam Results Day Support**
  https://www.facebook.com/SLCek/posts/pfbid02b2vimJWXSSVZid3fUaLRawFpUcFKJy8RfGJ3odmynAJ4A3THbyuaruf2t4sjywxSl

- **Welcome to SLC message from Stella**
  https://fb.watch/JmhW_6yH9n/

- **Welcome to SLC message from Hayley**
  https://www.linkedin.com/posts/south-lanarkshire-college_startingslc-ourslc-activity-7500103626632151040-CzbW?utm_source=share&utm_medium=member_desktop&rcm=ACoAADBQNYcBoXKVzFZfLT5gGyPuuV1Q0RaPXgw

- **Welcoming the class of 2026/27**
  https://www.facebook.com/share/r/1DqvxXu3ED/
- **Open Evening**
  https://www.facebook.com/share/r/1DisQKYmSv/

- **Kicking off the Not Sure Campaign**
  https://www.facebook.com/SLCek/posts/pfbid02e1v6ZZedpLbMib17tNtqEArpHjiD4YEiP9XPMiDY8apvRBZuFo2YbVPCiuW6fkx6l

- **Digital Learning Team - Staff Development (Team link below)**
  Jamie Beddows: Thank You for Engaging with Staff Development | SLC Staff > Learning and Teaching Innovation | Microsoft Teams

Student & Staff Success Stories

- **From South Lanarkshire College to Threave**
  https://www.linkedin.com/feed/update/urn:li:activity:7499019484955967488/?actorCompanyId=8115869

- **Plumbing Apprentices Start South Lanarkshire College**
  https://www.linkedin.com/feed/update/urn:li:activity:7499042954767151104

- **Childcare Lecturers Outdoor CPD**
  https://www.facebook.com/SLCek/posts/pfbid0dvEn8FJWybrrrbovymoYJ5JarF8pFzQfLPnT9ViUXBF2h1RMnP35Cc9ZgN1taKHvl

Stakeholder Engagement

- **Hosting British Gypsum Spray Plaster Roadshow**
  https://www.linkedin.com/feed/update/urn:li:activity:7498398353471328256

- **Warmstart Partnership**
  https://www.linkedin.com/feed/update/urn:li:activity:7498377374980382721

Board of Management

DATE	22 September 2026
TITLE OF REPORT	SLC Strategic Risk Register Commentary
REFERENCE	17
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	To provide members with an update to the risk management arrangements of the College.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • review and approve the strategic risk analysis contained in the College's Strategic Risk Register and the commentary therein; • note the addition of a new risk (number 16) in respect of employee relations and workforce capacity; and • note two increases to inherent risk scorings since May 2026 in respect of financial controls and capital funding and one increase to post mitigation risk scorings in respect of capital funding.
RISK	• That College strategic risks are not identified, and mitigating actions are not taken.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• Of the fifteen risks previously identified, 1 post mitigation score has increased, and 1 pre mitigation score has increased. • A new risk has been identified in recognition of employee relations and workforce capacity • The highest risk to the College in August 2026 remained financial stability, including financial controls.

1. INTRODUCTION

1.1. This paper provides a commentary on the College's strategic risk register as reviewed by the Risk Management Group (Senior Leadership Team) on 12 August 2026. The risk register is an important document that demonstrates the College's commitment to the establishment and maintenance of effective governance and control arrangements.

1.2. Commentary has been added to each risk to justify decisions to maintain risks at current levels where required.

2. RISK ONE - FINANCIAL STABILITY

2.1 Inherent and post-mitigation risk both remain at 20. The political landscape is not within the control of the College and as grant funding makes up circa 70% of total income, financial sustainability for the College and the wider sector remains a challenge.

2.2 The College continues to seek to diversify income streams through the provision of full cost recovery courses however without a well-documented financial sustainability plan in place, the College is exposed to risk in the form of lost revenue and increased costs.

3. RISK TWO - FAILURE OF FINANCIAL CONTROLS

3.1. Inherent risk score has been increased from 15 to 20, owing to the realisation that the probability of a failure in controls prior to any mitigating actions being imposed is greater than it previously was. The post mitigation remains at 15.

3.2. The resignation of the Head of FInance in June 2026 also poses further risk on the financial control environment.

3.3. Furthermore, the Audit Scotland Management Letter that the College has yet to fully implement refers to control weaknesses that need to be addressed. Once the prior year recommendations have been addressed and evidenced to give assurances over the robustness of the control environment, the College will review the post-mitigation risk score.

3.4. Progress continues to be made on the Finance Improvement plan.

4. RISK THREE - FUNDING TARGET (Including CREDITS)

4.1. Inherent risk remains at 15, and the post mitigation risk score stays at 10.

4.2. At the point of review, core recruitment appears to be robust and updates are brought to the Senior Leadership Team on a frequent basis.

4.3. The College actively pursues additional funding streams and has good working relationships with the local authority and other stakeholders to collaborate on funding bids.

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

5.1. The risk scoring has been maintained at 6 for inherent risk, and 4 for post-mitigation risk respectively.

5.2. The College continues to be confident that its arrangements for legislation compliance means that it can retain a low score. The latest review has not flagged any concerns or requirement to change the inherent risk score or the post mitigation score.

5.3. Work is ongoing within the College to ensure legislation relating to each area is embedded through all policies. The project is being overseen by the Governance Professional, but all Heads of Department are accountable for their areas.

5.4. It should be noted that there was also college wide recognition of policies at the All-Staff Conference in August 2026 and external training provided to raise awareness of health and safety legislation.

6. RISK FIVE - CAPITAL FUNDING REQUIREMENTS

6.1. The inherent risk score has increase from 16 to 20. The post-mitigation risk score is 15.

6.2. The College acknowledges that there is likely insufficient funding for capital and maintenance works and as the Campus continues to age, there will be a higher demand for capital funding to support renovations.

6.3. The College may consider bidding for phase 2 of the SFC's emergency capital funding.as required depending on the full extent of the lift replacement costs. The College has also participated in the SFC Baseline infrastructure project and has provided details of anticipated capital works that may be required in the future.

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

7.1. The inherent risk score remains at 20, with post mitigation risk remaining at a score of 15.

7.2. The College has appointed a new Health and Safety Advisor. There has been an increase in the reporting of near misses, largely due to the placement of QR codes around the College. This has allowed the College to mitigate the risks as they are reported.

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

7.4. The current implementation of an Occupational Health Surveillance and Monitoring service at the College will help to mitigate this risk going forward, with staff Health Surveillance reports being regularly conducted, formally documented and retained as evidence of safe and effective working conditions.

8. RISK SEVEN – BUSINESS INTERRUPTION

8.1. Inherent risk score remains at 20 and the post mitigation risk score remains at 16.

8.2. While the College recognises that it can react well to storms and unexpected Campus closures and staff can perform their duties remotely, it cannot evidence that it has robust procedures in place for longer term business continuity without the completion of training for a broader range and severity of incidents (e.g. fire, flood damage, cyber-attack).

8.3. The Business Continuity internal audit took place during March 2026 and three audit recommendations remain outstanding for completion by November 2026. The College

hopes to reduce post-mitigation scores on the completion of all outstanding recommendations.

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

9.1. The risk scoring has been maintained at 6 (inherent risk) and 3 (post-mitigation risk) respectively.

9.2. As per last quarter, the College is aware that to keep this area in green status, completion of the audit recommendation for incident response for SLT and continual staff training will need to be maintained. Internal and externally facilitated training has now taken place,

9.3. Improvements to the cyber security platform continue and the Board reviewed the cyber bi-annual report in May 2026 which showed key progress.

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

10.1. The inherent risk score stays at 12, whilst the post-mitigation risk remains at 8.

10.2. The Quality, Learning and Teaching Innovation Department in the College continues to engage proactively with the Quality Assurance Agency (QAA) to ensure the quality of teaching, learning and academic standards within the College. The Team will be fully deployed by September 2026.

10.3. The QAA Institutional Liaison Meeting took place in April 2026, in preparation of full review in 2028/2029. SFC Outcomes Framework and Assurance Model (OFAM) quarterly meetings took place as planned in 2025/26. Operational and Enhancement Planning Process now in place. Full participation expected in 26/27. Institution-led Quality Review (ILQR) process agreed by SLT and Learning Teaching and Student Experience Committee. The 2026/27 plan is expected to be complete by October 2026.

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

11.1. The risk scores remain the same, with inherent risk at 16 and post-mitigation risk of 8.

11.2. Following on from the Middle management training in 2025/26, further management training is now in view to support the ongoing development of skills and confidence. The College is also implementing a series of Staff Voice solutions.

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

12.1. There has been no change to risk scorings, with inherent risk at 9 and post-mitigation risk remaining at 3.

12.2. As advised previously, this is a positive area for the College. Student and Staff wellbeing and safety continues to be of upmost importance. Policies and procedures are well embedded.

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

13.1. There has been no change to the inherent risk scoring (staying at 8) or to the post-mitigation risk remaining at 4.

13.2. Mitigations include the College data/reporting plan that contains a request to create leaver destination reports for both full-time and part-time provision. New appointees to the Student Experience Team include a Student Engagement Manager and a Support Services and Wellbeing Manager. Both post holders will work closely with developers and QLTI to ensure that positive destination data is captured effectively.

13.3. The ongoing embedding of Extended Learning Support (ELS) at the College post restructure will further support the student experience when postholders are appointed.

14. RISK THIRTEEN - FAILURE OF CORPORATE GOVERNANCE

14.1. The inherent risk remains at 12, and the post mitigation score stays at 6.

14.2. The Board continue to actively recruit dynamic members to enhance the membership.

14.3. SLT are aware that the ongoing appeals in the ET hearing is still a risk, and as a result may cause reputational damage to our governance arrangements.

15. RISK FOURTEEN – ADVERSE REPUTATIONAL RISK

15.1. There has been no change to risk scorings, with inherent risk at 12 and post-mitigation risk remaining at 9.

15.2. The employment tribunal concluded in December 2024 with the result going in favour of the College. However, the on-going employment tribunal appeal remains a risk for the College.

15.3. There is an ongoing focus on progressing the positive view of the college throughout the campus, and the local community. Stakeholder engagement approach also in train as there is a need for the College to engage more politically.

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

16.1. The inherent risk scoring has been maintained at 9, with post-mitigation risk remaining at 6. It will be increasingly difficult for the College to drive forward with larger capital investments to support net zero if funding is not available.

16.2. The College, through its Sustainability Officer and the wider Climate Change Action Team, continues to demonstrate a healthy engagement with all internal and external requirements in respect of environmental sustainability.

17. RISK SIXTEEN–EMPLOYEE RELATIONS AND WORKFORCE CAPACITY

17.1. The Risk Management Group has implemented a new risk this quarter, owing to concerns that employee relations challenges and workforce capacity, capability, accountability and attendance issues impact organisational performance and service delivery, result in legal, financial, operational, and reputational consequences.

17.2. Inherent risk scoring has been set at 16, with post-mitigation risk set at 12. Mitigations include the enhancement of management development, including the development of coaching skills, interaction skills, policy and procedure awareness; retaining employment law solutions, to ensure ease-of-access and continued development of HR and employment law knowledge.

18. EQUALITIES

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

19. RISK AND ASSURANCE

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

20. RECOMMENDATIONS

20.1. Members are recommended to:

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

20.1.2. note the addition of a new risk (number 16) in respect of employee relations and workforce capacity; and

20.1.3. note 2 increases to inherent risk scorings since May 2026 in respect of financial controls and capital funding; and 1 increase to post mitigation risk scorings in respect of capital funding.

APPENDICES

Document 09.1 **The College's Strategic Risk Register**

Document 09.2 **The College's Cyber Risk Register**

BOARD OF MANAGEMENT

DATE:	22 September 2026
AGENDA REF:	19
TITLE OF REPORT:	Governance Rolling Review
AUTHOR AND CONTACT DETAILS	Vari Anderson vari.anderson@slc.ac.uk
PURPOSE:	To update the Board on the most up-to-date Rolling Review document and the updates made thereto.
KEY RECOMMENDATIONS/ DECISIONS:	The Board is recommended to: • Note that the Rolling Review is a dynamic document and is therefore always a work in progress and comment as appropriate on the latest version, as attached. •
RISK	• Governance is recognised as a potential strategic management risk and appropriate mitigating actions such as maintaining a dynamic Rolling Review is fully consistent with best practice.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY	• This report sets out the latest version of the Rolling Governance Review for information and comment. • It focuses on the principles of good governance with subheadings of importance relating to each principle. • It also includes key policies and governance documents which the College is required to keep under review.

1. INTRODUCTION

1.1 This paper sets out the latest version of the Rolling Governance Review.
1.2 The Rolling Governance Review was fully updated in July/August 2026 to better align with the Code of Good Governance for Scotland's Colleges.

2. BACKGROUND

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

3. GOVERNANCE ROLLING REVIEW

3.1 The principles of good governance are:

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

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

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

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

3.5 Since the previous rolling review document was presented in May 2026, all issues and actions have been updated to better reflect the requirements of the Code of Good Governance for Scotland's Colleges. Following a review of progress and status, a greater number of items have been assigned an Amber rating, providing the College with a clear and structured programme of work to progress.

4 RISK

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

5 EQUALITIES

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

6 RECOMMENDATIONS

6.1 The Board is recommended to:

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

6.1.2 Note the updates provided on the latest document.

ROLLING GOVERNANCE REVIEW DRAFT

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

Development Categories	Issue	Action	By Whom and When	Status and Progress Update as August 2026
Leadership & Strategy	1.1 Conduct in Public Life	Every Board Member must ensure that they are familiar with, and their actions comply with the provisions of their board's code of conduct.	Board of Management (BoM) Governance Professional Ongoing	• All Board Members are required to complete an induction programme which includes training and guidance on the Code of Good Governance and the SLC Code of Conduct. • The online induction hub provides access to presentations and supporting materials, enabling Board Members to refresh and maintain their understanding of governance requirements and expected standards of conduct. Green
	1.2 Vision & Strategy	The Board must develop and articulate a clear vision for the College. This should detail its aims and desired outcomes.	Board of Management Executive Team	• The Board hosted six strategy planning sessions from 2023-2025 in preparation for launching the 2025-26 strategy. Green
	1.3 Performance	The Board must ensure that a comprehensive performance measurement system is in place	Board of Management Executive Team	• KPIs are reported to the Board and Committees on a quarterly basis, providing regular oversight of organisation performance. • Work is currently underway to develop a digital dashboard that will provide members

		which is linked to the strategic framework and identifies KPIs.	February 2027	with access to real-time performance information. This initiative forms part of the actions arising from the internal audit review. Amber
	1.4 Corporate Social Responsibility	Demonstrate high levels of corporate responsibility by ensuring it behaves ethically and contributes to economic development while seeking to improve the quality of life of the local community, society at large and its workforce.	Executive Team Ongoing	• The College embeds ethical standards and good governance practices throughout its operations. • The College conducted labour market research and is aware of the skills, training and workforce development needed in the community. • Wellbeing of employees is promoted through a range of measures including access to employee assistance, mindfulness classes and Access to Work. Amber
		Reflect in its membership, the make-up of the community by removing potential barriers to membership.	Governance Professional Board of Management Ongoing	• Board Information pack is updated when a vacancy arises to ensure information is clear and concise. • At interview, there is a focus on skills, experience and potential. • Alternative formats for documents are provided, where possible to ensure recruitment processes are accessible. • Board fosters a welcoming environment which is inclusive where members feel able to contribute. • Consideration to be given to new ways of interviewing candidates, such as providing questions in advance. Amber

2 Quality of Student Experience	2.1 Student Engagement	Ensure on-going engagement and dialogue with students, the students' association and as appropriate staff and TU in relation to the quality of the student experience	Vice Principal of Student Experience and Innovation Ongoing	• The appointment of a Student Engagement Manager in May 2026 has strengthened the College's arrangements for student engagement. • Since taking up post, the Manager has worked closely with the Students' Association on the development of its Strategic Plan, review of its Constitution and the creation of the College's first Student Partnership Agreement. This work is intended to move the relationship between the College and Students' Association towards one of equal partnership, ensuring students play an active role in shaping priorities, decision-making and enhancement activity, rather than being engaged solely through consultation and feedback mechanisms. • The Student Partnership Agreement will provide a framework for ongoing dialogue and collaborative working to enhance the quality of the student experience. Green
	2.2 Relevant and High-Quality Learning	Seek to secure coherent provision for students. Seek to foster good relationships and ensure the College works in partnership with external bodies to enhance the student experience.	Vice Principal of Student Experience and Innovation Ongoing	• The College continues to develop and strengthen partnerships that enhance both the curricular and co-curricular student experience. Through RISE and established relationships with South Lanarkshire Council, a new campus-based multi-agency hub model has been developed, bringing together the Council, South of Scotland Skills Development Scotland (SDS), Department for Work and Pensions (DWP),

				Routes to Work South and third-sector partners to provide coordinated support for students and the wider community. • The Student Engagement Manager is also developing relationships with external organisations including Student Sport Scotland, Kilbryde Hospice, Business Gateway Lanarkshire and Healthy & Active East Kilbride to create opportunities that support student wellbeing, employability, community engagement and personal development. • In addition, the College has established a partnership with MCR Pathways to support learner transition and retention by enabling young people who have benefitted from mentoring at school to continue these mentoring relationships as they progress into college. Amber
	2.3 Student and Engagement and Quality Monitoring & Oversight	Work with the Student Association (SA) and Class Reps to improve Quality Monitoring feedback. Identify mechanisms for recognising and rewarding input of	Vice Principal of Student Experience and Innovation Ongoing	• The Learning, Teaching and Student Experience Committee oversees progress of the Quality Enhancement Plan. • Where possible the College would welcome more Board member involvement, and there has been a “Dragons Den” initiative which has been successful. • Student Question Time was held on 21 April with 4 Board Members sitting on the panel. • New Student Engagement Manager came into post in May 2026 and will work with the

		student body to support quality		Quality and Learning and Teaching Innovation team to enhance and reward student engagement in quality processes. Green
3 Accountability	3.1 Accountability & Delegation	Ensure Board decision-making process is transparent, properly informed, rigorous and timely and that effective controls, risk assessment and management are established, monitored and continuously improved.	Executive Team Board of Management Ongoing	• Board decision-making processes are transparent, with all decisions formally recorded in Board and Committee minutes. • Where decisions are taken outwith scheduled meetings through electronic means, the Governance Professional prepares a report detailing the decision and the basis for it. This report is subsequently presented to the Board and published on the SLC website, ensuring transparency and accountability. • Work is ongoing to review committee and board papers to ensure that members are properly informed. (Amber)
	3.2 Risk Management	Ensure that sound risk management and internal controls are in place and maintained. Ensure there is a formal ongoing process for identifying, evaluating and managing risk.	Vice Principal Finance, Resources and Sustainability Ongoing	• Work is ongoing in the risk area. • Recruitment is ongoing for a Head of Finance • A further risk appetite session will be held with the Board in the latter part of 2026. Amber – although work is required in this area there are internal controls in place to manage risk.
		Connect risk appetite to risk register	VP Finance Ongoing	• Risk appetite is now connected to the risk register, with assurance mapping added to each risk in November 2025. Subject to ongoing review Amber

		Consideration of a Risk Assurance Diagnostic Tool	Principal and VP for Finance, Resources and Sustainability Amber	• Chair of Board, ARC, Exec Team met with Emma Tilley in early November 2025 to discuss how Henderson Loggie can support the Board on risk management through an exercise that asks Board members to rate their confidence in the College's ability to monitor and mitigate each risk. Concluded that an internal audit of the Risk Register may give Board members assurances but may consider this more detailed exercise in the future.
	3.3 Audit Committee	Must have particular engagement with internal and external audit and must work with management and auditors to resolve any issues in relation to financial reporting.	Executive Team November 2026 Amber	• Audit and Risk Committee meet with auditors with no executive members present. • As agreed at the ARC meeting on 19 May 2026, EMcK to chair a monthly meeting on risk mitigation and outstanding actions in respect of Audit Scotland's Interim Management Letter. Updates to be incorporated within Finance Improvement Plan.
	3.4 Remuneration Committee	Must have a formal procedure in place for setting the remuneration of the Principal. Members must undertake the online training module provided by CDN within one month of appointment.	Remuneration Committee October 2026 Amber	• New Chair has been appointed and will require to undertake CDN training. • Objectives were set in October 2025 and will be due to be reviewed in 2026.
		Identify opportunities and	Principal and Vice Principals	

	3.5 Financial & Institutional Sustainability	address challenges in context of "flat cash" settlement. Explore options for best use of resources to generate income. Explore options for 3rd sector partnerships.	Ongoing	• The Board hosted a Board Strategy Day on 26 June 2026 focusing on income diversification. • This work is collated to the overall financial sustainability plan for the college to be presented to Board in September 2026. Amber
	3.6 Staff Governance	Responsible for promoting positive employee relations and ensuring effective partnership between recognised TU's and management.	Exec Team Board Ongoing	• EIS-FELA Board member reports to the People and Culture Committee and BOM regarding TU business. • New policies should be taken to JNC for consideration prior to implementation. • No update on staff support member but would welcome a report from this member upon appointment. Amber
		System of corporate accountability in place for the fair and effective management of all staff, ensure all legal obligations are met and all policies are implemented.	Executive Team Ongoing	• People and Culture Committee report on changes to legislation • Staff development day (11 August) focused on policies to ensure staff are aware of how to implement policies. • Health and safety training being provided to staff on 13 August 2026 by external facilitator. Green
4.1 Effectiveness	4.2 Board Chair	Ensure the Board and its committees have the	Chair of Board	• Board refresh skills matrix on a yearly basis and re-evaluate committee membership to

		appropriate balance of skills, experience, independence and knowledge.	Governance Professional Ongoing	• ensure each committee has appropriate balance of skills. • Co-opted member recruited to support FRC due to a gap in experience. Green
	4.3 Senior Independent Member	Responsible for holding annual meetings with Board members to appraise the Chair's performance and provide the Chair with relevant feedback.	Senior Independent Member (SIM) Complete	• SIM met with all Board members to appraise the Chair's performance. • Feedback was provided to the Chair of the Board in June 2026. • Feedback of discussions can be found in the 2025/26 self-evaluation report. Green
	4.5 Board Members	Register any personal interests that could be seen as conflicting and keeping Register of Interests updated.	Board of Management Ongoing	• Governance Professional requested an update to Board Register of Interest in August 2026. Amber
	4.6 Principal & Chief Executive	Ensure a clear process is in place to set and agree personal performance measures for the principal.	Remuneration Committee October 2026	• Objectives were set in October 2025; a review will be due in October 2026. Amber
	4.7 Governance Professional	Facilitate good governance and be available to Board members when advice is sought.	Governance Professional Ongoing	• Governance Professional provides updates to the Board on governance and is available to meet with members whenever necessary. Green
		Agree overarching policy on resolving	Governance Professional /	The new Chairs' Committee remit now provides a suitable mechanism.

		issues around grievance, breach of contract and conflict of interest	Head of People Services	Green
	4.8 Appointment Induction & Training	Ensure that new Board members receive a formal induction and ensure that all Board members undertake appropriate training in respect of governance role.	Chair Governance Professional Complete	• Board Induction Hub created to help onboard new members • New members meet with Chair, Principal, Exec Lead and GP to ensure a full wraparound is provided. • New members received welcome e-mail and online materials from CDN Green
	4.9 Board Evaluation	Keep effectiveness under annual review and have in place a robust self-evaluation process.	Board of Management Governance Professional Complete	• Board self-evaluation process was updated for 2025-26 which introduced new questions in the Board survey and a new survey prior to the SIM interviews. • For the first time in a number of years a full development plan has also been introduced to complement the rolling review. Green
5 Relationships & Collaboration	5.1 Partnership Working	Build Collaborative initiatives with Regional Partner	Principal, Executive and Senior Leadership Team.	Principal is the Chair of the College Partnership West group and Chair of the Skills Workstream group for regional empowerment for the Glasgow Skills Meeting. She attends Glasgow City Region Partnership meetings every quarter. Quarterly meetings are held with South Lanarkshire Council relating to collaboration. South Lanarkshire Council attended the Board Training Day in November to discuss opportunities. Work is in train to cement a head of terms and a regional skills group. Vice Principal of Student Experience and Innovation has cultivated excellent relationships with the

				University of Strathclyde and the Glasgow School of Art. Amber
		Community Development	Principal and Vice Principal for Learning Teaching and the Student Experience. [Ongoing]	The new Student Engagement Manager came into post in May 2026. Since taking up the role, they have been working closely with the Students' Association on the development of its Strategic Plan, the review of its Constitution and the creation of the College's first Student Partnership Agreement. They will work with external stakeholders to add value to on-campus curricular and co-curricular activities through the development of mutually beneficial relationships with a wide range of community partners. Work has already been initiated with Student Sport Scotland, Kilbride Hospice, Business Gateway Lanarkshire and Healthy & Active East Kilbride, creating new opportunities to enhance student engagement, wellbeing, employability and community participation. These early partnerships demonstrate positive progress towards embedding a more collaborative and connected student experience across the College. Amber

6 Other	6.1 Equalities	Equalities Awareness Training	Governance Professional Ongoing Training	A dedicated training session has already been provided by the former Governance Professional and is available on the Board Portal, but a refresher might usefully be considered at some future point. The Board manual now includes a briefing on this topic. Green
	6.2 Student Association Support & Recognition	Student Awards Funding	Management Ongoing Support	Senior staff are already supporting the SA in seeking funding from the Educational Foundation but further mechanisms for rewarding student effort are being considered. Amber

Schedule of Key Policies & Procedures		
Policy	**Date**	**Due for review**
Anti Bribery Policy	September 2024	September 2027
Disciplinary Policy & Procedure	July 2023	NJNC Policy – to be agreed nationally
Fee Waiver Policy	July 2026	July 2027
Fees Policy	June 2026	July 2027
Finance Regulations	June 2026	July 2027
Fraud & Anti Corruption Policy	May 2024	May 2027
Grievance Policy & Procedure	July 2023	November 2027
Lettings Policy	September 2024	September 2027
Procurement Policy	June 2024	April 2028
Safeguarding Policy	June 2024	August 2027
Staff Code of Conduct	Oct 2023	March 2026
Student Discipline Policy & Procedure	April 2023	August 2027
Whistleblowing Policy	July 2026	May 2031
Note that this element of the Rolling Review is under ongoing review and further policies may be added at request of Committees		

Schedule of Governance Documentation for Ongoing Review		
Code of Conduct	Reviewed as required by Standards Commission	Up to date
Committee Remits	For review four yearly or as required	Last review December 2025
Scheme of Delegation	Ditto	Last review December 2025
Standing Orders	Ditto	Last review 2024
Code of Good Governance	Current edition 2026	Adopted

BOARD OF MANAGEMENT

DATE:	22 September 2026
TITLE OF REPORT:	Approvals July-August 2026
AGENDA ITEM:	20
AUTHOR AND CONTACT DETAILS	Vari Anderson, Governance Professional Vari.anderson@slc.ac.uk
PURPOSE:	To note the two electronic approvals granted by the Board from July to August 2026
KEY RECOMMENDATIONS/ DECISIONS:	The Board is asked to: • Note the Board's approval of an increased payment in respect of the legal matter previously considered by the Audit and Risk Committee and Board of Management. • Note the Board's approval for engagement with a governance research project.
RISK	That decisions made outside the formal Board and Committee cycle may not be perceived as transparent.
SUMMARY OF REPORT	• Note the Board's approval of an increased payment in respect of the legal matter considered by the Audit and Risk Committee and Board of Management. • Note the Board's approval for engagement with a governance research project.

1. INTRODUCTION

1.1 This report provides a formal record of the decisions approved by the Board between 15 June 2026 and 31 August 2026.
1.2 During this period, the Board considered two matters through e-mail correspondence.
1.3 The Board was asked to approve an increased payment in relation to a legal matter that had previously been considered by both the Audit and Risk Committee and the Board of Management.
1.4 The Board also considered a proposal for a governance research project, with approval sought to undertake further exploration of the initiative.

2 BACKGROUND AND APPROVAL PROCESS – LEGAL MATTER

2.1 The Board considered an increased payment relating to a legal matter previously reviewed by the Audit and Risk Committee and Board of Management.
2.2 Further details cannot be disclosed in terms of Sections 36 and 38 of the Freedom of Information (Scotland) Act 2002.
2.3 On 6 August 2026, the Governance Professional wrote to the Board to seek approval of the amended policy and requested approvals by close of business on 6 August 2026.

2.4 Table 1: Votes

Approval	**Refusal**	**No Vote**
Stella McManus		Peter Sweeney
Scott Coutts		John Brown
Doug Morwood		Laura Wright
Chris Sumner		Kirsty Pinnell
Scott Gray		
Jo Gill		
Heather Meighan		
Richard Sinclair		
Odira Atueyi		
Kaitlyn Toner		
Hayley Mullan		
Jacqueline Morrison		
Anna Stoll		
Douglas Morrison		
Heather Anderson		

3 BACKGROUND AND APPROVAL PROCESS – RESEARCH PROPOSAL

3.1 The Governance Professional was approached by Dr Ron Hill with a governance research proposal. The project seeks to explore the use of alternative approaches to governance such as focus groups, workshops and other collaborative engagement.
3.2 The proposal was considered and approved by the Chair's Advisory Committee on 21 July 2026.

3.3 On 6 August 2026, the Governance Professional sent an e-mail to all Board Members seeking approval for the research project with a response day set as 21 August 2026.

3.4 Table 2: Votes

Approval	**Refusal**	**No Vote**
Stella McManus		Odira Atueyi
Scott Coutts		Kaitlyn Toner
Heather Anderson		Hayley Mullan
Heather Meighan		Kirsty Pinnell
Jo Gill		Laura Wright
John Brown		Scott Gray
Jacqueline Morrison		Doug Morwood
Peter Sweeney		
Richard Sinclair		
Anna Stoll		
Chris Sumner		
Douglas Morrison		

4 EQUALITIES

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

5 RISK

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

6 RECOMMENDATIONS

6.1 The Board is asked to:

6.1.1 Note the Board's approval of an increased payment in respect of a legal matter previously considered by the Audit and Risk Committee and the Board of Management.

6.1.2 Note the decision of the Board to approve involvement in the governance research project.

BOARD OF MANAGEMENT MEETING

DATE	22 September 2026
TITLE OF REPORT	Audit Scotland: Scotland's College 2026 Report
REFERENCE	22
AUTHOR AND CONTACT DETAILS	Stella McManus Stella.mcmanus@slc.ac.uk
PURPOSE:	To provide members with an overview of the Audit Scotland 2026 report on the college sector.
KEY RECOMMENDATIONS/ DECISIONS:	Members are invited to: • to note the findings of the report and the continuing financial and operational pressures affecting the college sector; and • to consider the implications for the College's financial sustainability, strategic planning and contribution to regional and national reform.
RISK	• That the College does not keep up with sector reform and pace of change is too slow impacting on future business.
RELEVANT STRATEGIC AIM:	• The Student Experience • People and Culture Development • Growth and Innovation • Sustainability
SUMMARY OF REPORT:	• Audit Scotland reports that Scotland's colleges continue to face significant financial sustainability challenges, with the sector recording a collective deficit of £5.6 million in 2024/25. • While college funding increased in 2026/27, funding remains below historic levels in real terms and concerns remain regarding the sustainability of future reform. • Student enrolments and credits delivered have reduced significantly over recent years, despite ongoing skills shortages and economic demand. • Colleges continue to deliver positive outcomes for learners, with high student satisfaction, improved completion rates and strong positive destinations. • Audit Scotland highlights the need to accelerate sector reform and identifies the College Sector of the Future programme as the key vehicle for addressing previous recommendations. • The report reinforces the importance of sustainable funding, regional skills planning, collaboration and long-term sector transformation.

1. INTRODUCTION

1.1 The purpose of this report is to provide members with a summary of the Audit Scotland Scotland's Colleges 2026 report published on 10 September 2026.

2. KEY POINTS

2.1 Audit Scotland published its latest report on Scotland's colleges on 10 September 2026. The report highlights the continuing financial pressures facing the sector and concludes that Scotland's colleges are operating within an extremely challenging financial environment.

2.2 Scotland's 19 incorporated colleges reported a collective deficit of £5.6 million in 2024/25, compared with £1.9 million in the previous year. Additional financial support provided by the Scottish Funding Council also increased from £5.4 million to £13.9 million. Audit Scotland notes that, although this support was intended to be short term, repayment arrangements are not always clear and some advances have had to be rolled forward. This reflects the longer-term financial sustainability challenges facing the sector.

2.3 The Scottish Government has increased college resource funding by 9.3 per cent in cash terms for 2026/27. While this increase is welcomed, the report notes that funding has reduced by 7.5 per cent in real terms over the past five years. Audit Scotland therefore questions whether the latest uplift will be sufficient, or sustained for long enough, to enable colleges to deliver the scale of reform now expected.

2.4 The report also highlights a significant reduction in college participation. Enrolments decreased by 21 per cent between 2022/23 and 2024/25, with almost 40,000 fewer students taught or trained in colleges. The volume of teaching delivered through credits also reduced by eight per cent over the same period. These trends are concerning at a time when employers and public services continue to report skills shortages and Scotland requires a skilled workforce to support economic growth and public sector reform.

2.5 Despite these pressures, Audit Scotland recognises the continued resilience and performance of colleges. The sector met the Scottish Funding Council's credit threshold for the second consecutive year, student completion rates improved, and colleges continued to support a high proportion of students into positive destinations. Overall student satisfaction also remained high at 95 per cent.

2.6 Audit Scotland concludes that progress in implementing the recommendations from its 2025 report has been slow and that some reforms should have commenced earlier. No new recommendations have been made. However, the Scottish Government, the Scottish Funding Council and colleges are expected to implement the eight recommendations made in 2025 at pace and as part of the wider reform of post-school education and skills.

2.7 The report identifies the College Sector of the Future workstream as an important route through which the Scottish Government intends to address these recommendations. Findings and recommendations from this workstream are expected to be presented to ministers by the end of 2026. This reinforces the need for sector reform to be closely aligned with sustainable funding, regional skills planning, economic development and wider public sector reform.

2.8 Audit Scotland also considers the expectation that colleges should increase commercial and other income to improve their financial sustainability. While acknowledging the importance of income generation, the report notes that colleges remain heavily dependent on Scottish Funding Council teaching grants. The capacity to generate additional income varies considerably across the sector and remains limited. Audit Scotland also cautions that an excessive focus on commercial income could divert colleges from their core educational purpose.

2.9 The report reinforces the importance of maintaining strong financial governance, robust medium-term planning and a clear approach to institutional sustainability. It also supports the College's focus on regional collaboration, skills empowerment, innovation and the development of partnerships that respond to the needs of employers, communities and the regional economy.

3 EQUALITIES

3.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report. However, continued under investment in the college sector may impact on the student experience and adversely affect students with protected characteristics.

4 RISK

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

5 RECOMMENDATIONS

5.1 Members are invited to:

5.1.1 to note the findings of the report and the continuing financial and operational pressures affecting the college sector; and

5.1.2 to consider the implications for the College's financial sustainability, strategic planning and contribution to regional and national reform.

BOARD OF MANAGEMENT

Date	22 September 2026
TITLE OF REPORT	Audit & Risk Committee Chair's Report for the South Lanarkshire College Board
REFERENCE	23.1
AUTHOR AND CONTACT DETAILS	Peter Sweeney, Chair and Member of the Audit & Risk Committee Peter.sweeney@slc.ac.uk
PURPOSE	To provide the Board with a Report from the ARC Chair including matters discussed during the ARC Meeting on 25 August 2026.
BOARD ACTIONS / POINTS TO NOTE	The Board is asked to consider the following key points, especially: • Members noted and approved the Annual Complaints Report for remittance to the Board; • Noted the update and remitted the Draft Board Self Evaluation and Development Plan to the Board • Noted the satisfactory outcome from the Financial Sustainability Internal Audit; • Reflected on progress made in respect of prior year audit recommendations within the Follow Up Review 2025/26 • Noted more progress on the SLC Internal Audit Recommendations monitor this quarter; with further updates expected by November 2026; • Noted the risk register updates with low activity this quarter; • Noted the results of the EMA Spot check – Block 2; • Considered the ARC work plan and remit for 2026/27 • Considered the Draft Report of the Audit and Risk Committee for Board of Management approval; • Reflected on Quarter 4 complaints report, • Considered the Legal claim update, pension updates and finance improvement plan; the details of which cannot be published for legal and commercial reasons; • Considered the accounting policies and Accounts Direction for 2025-26 for use within the Financial Statements for 2025-26. • All other matters for information were noted and questions and comments were welcomed from the Committee.

KEY POINTS	**05.1 ANNUAL COMPLAINTS REPORT** The Committee considered the report and the rationale for oversight of complaints handling to transfer to the Audit and Risk Committee from the Learning, Teaching and Student Experience (LTSE) committee. The Committee considered the continuous improvement tools at the College's disposal to address more common complaints, noting key actions to support a reduction are already being considered. The Committee approved the Report for remittance to the Board. **06.1 DRAFT BOARD SELF EVALUATION AND DEVELOPMENT PLAN** The Committee noted highlights of progress made in implementing governance-related Internal Audit recommendations and actions arising from Governance Effectiveness Reviews. The evaluations highlighted areas for improvement which will complement the ongoing governance rolling review. The Senior Independent Member noted the positive conversations with Board colleagues as part of the Chair's Evaluation. Thanks were extended to all involved for the invaluable document and the Committee approved the paper for Board of Management approval. **07.1 INTERNAL AUDIT 2025/26: FINANCIAL SUSTAINABILITY** The Committee noted the overall audit opinion of 'Satisfactory', with some control weaknesses identified and recommendations established to ensure more detailed forecasting and financial planning. The Committee acknowledged the difficulties in managing deficit positions but recognised there are foundations in place to ensure the completion of all audit recommendations in due course.. **07. 2 INTERNAL AUDIT 2025/26: FOLLOW UP REVIEWS** The Committee noted the progress, with agreement of revised dates for completion of recommendations with the rationale around changes set out. The Committee noted its concerns regarding long-outstanding audit recommendations, with an ask that the item be closed off in the next round of reporting.

	08.1 ROLLING AUDIT RECOMMENDATIONS MONITOR AND COMMENTARY The Committee noted the reports, including 28 outstanding recommendations. The College had reassessed targeted completion dates where appropriate, and identified the policies, practices and procedures that underpin the College's control framework. It was noted that some system implementation data is still underway within People Services (iTrent) and Finance. The Committee acknowledged the improvements made in comparison to previous meetings. Confidence is now felt around the more forward-looking approach to concluding audit recommendations, with an expectation that further progress will be made by the next ARC meeting. **09.1 STRATEGIC RISK REGISTER** The Committee noted the report and limited activity within the risk register, despite discussion amongst the Senior Leadership Team to assess risk status. The Committee noted that the Financial and Capital Risk continued to receive appropriate scrutiny and accepted the current risk position, recognising the significant work undertaken by the management team. Compared with previous reports, the Committee considered the narrative to be improved, with the inclusion of qualitative information providing clearer assurance on how the risk is being managed and mitigated. **10.0 SLC INSTITUTION-LED QUALITY REVIEW (ILQR) EMA SPOT CHECK – BLOCK 2** The Committee noted the results from Education Maintenance Allowance (EMA) 2nd Spot Check, with an action for the Digital Team to resolve the discrepancy within the 'Open and Close Attendance' portal. Work to resolve the discrepancy had been resolved. The Committee noted the change in governance arrangements around EMA reporting and monitoring from 2026, in which Colleges no longer have to complete a formal audit but must complete an end of year declaration in September 2026, as well as evidencing completion of 5% spot checks. **11.1 ARC WORK PLAN AND ARC REMIT** The Committee noted the proposed Audit and Risk Committee Work Plan and Remit and in particular the removal of reference to the Regional Strategic Body following dissolution on 30 July 2025.

	The Committee accepted the work plan and remit for 2026/27. **12.0 DRAFT REPORT OF THE ARC TO THE BOARD OF MANAGEMENT** The Committee noted the report and no questions were raised. Thanks were extended to all for their input. The details of the report will not be published due to commercial sensitivity. **13.0 QUARTER 4 COMPLAINTS REPORT** The Committee noted the report which will be submitted to the Learning Teaching and Student Experience (LTSE) Committee for sign off. The Committee was advised that, following concerns raised at the previous meeting regarding the suitability of the complaints management system, a simple spreadsheet-based process had been introduced. The new approach has been implemented using Excel and, to date, is operating effectively and providing improved oversight of complaints handling. **14.0 LEGAL CLAIM UPDATE** The Committee considered and fully discussed the update. The details could not be published due to containing legal professional privilege **15.0 PENSION UPDATE** The Committee considered and fully discussed the update. The details could not be published due to being commercially sensitive. **16.0 FINANCE IMPROVEMENT PLAN** The Committee considered and fully discussed the update. The details could not be published due to being commercially sensitive. **17.0 EXTERNAL AUDIT – ACCOUNTING POLICIES** The Committee considered the Accounting Policies for use within Financial Statements 2025-26, noting no material changes expected. **18.0 ACCOUNTS DIRECTION 2025/26** The Committee noted the report with no significant changes to the requirements mandated by the Scottish Funding Council (SFC).

	Changes included narrative to support the College's position on no zero-hours contract; Family and Friendly working practices; workplace inequalities; and rehiring practice. Sustainability Reporting will also be expanded within the Financial Statements and there is an expectation that the College will also include additional pay ratios within its staff remuneration report. **19.0 GOVERNANCE ROLLING REVIEW** The Committee noted the refreshed review to align with Code of Good Governance with key policies and governance documents which the college is required to keep under review **20.0 AUDIT SCOTLAND TECHNICAL BULLETIN** The terms of the Audit Scotland Technical Bulletin were noted, acknowledging the College sector Accounts Direction 2025/26. **CONCLUSION** The College has continued to monitor all aspects of risk management, control and governance A heightened focus remains on the conclusion of prior year external audit recommendations, on which the College Management team have provided commitment to address as soon as practically possible. The Committee remains of the opinion that the College's internal financial and management systems are adequate and effective but is mindful that progress on the Finance Improvement Plan is a key enhancer of the College's financial control environment. The Committee was pleased to note that the Finance function within the College has made two key interim staff appointments (Senior Finance Consultant and Interim Depute Head of Finance) to better support with the workload and progress required within financial planning, monitoring and forecasting. The Committee is of the view that there is an ongoing process for identifying, evaluating and managing the College's significant risks.

BOARD MEETING

DATE	27th August 2026
TITLE OF REPORT	Learning Teaching and Student Experience Committee Chair's Report for the South Lanarkshire College Board
REFERENCE	23.2
AUTHOR AND CONTACT DETAILS	Prof Jo Gill, Chair of the Learning Teaching and Student Experience (LTSE) Committee Jo.Gill@slc.ac.uk
PURPOSE	To provide the Board with a report from the LTSE Chair, including matters discussed during the CQD (LTSE) meeting on 27th August 2026.
BOARD ACTIONS / POINTS TO NOTE	Members are asked to: • Note approval of the revised Students' Association Constitution (2026-2031); • Note positive progress in student engagement, representation and partnership activity led by the Students' Association; • Note curriculum performance, increasing applications and demand, and progress with curriculum restructuring; • Note ongoing enhancement of quality assurance processes, student voice mechanisms and learning and teaching innovation; • Note continued developments in student support provision, additional support needs services, wellbeing support and partnership working; • Note the strategic priorities identified for Student Experience and Innovation during 2026-27; and • Note progress across a range of supporting activities including marketing and communications, student engagement planning and performance monitoring.
KEY POINTS	**Student Association Report** • The Committee noted the significant activity undertaken by the Students' Association during the reporting period and its planned priorities for Academic Year 2026-27; • Members welcomed the introduction of a refreshed Students' Association brand and logo alongside plans to increase visibility, engagement and communication with students; • The Committee commended the Students' Association's contribution to student wellbeing, representation and partnership working across the College; • Particular note was made of engagement with SPARQS, participation in Pride events, and involvement in College-wide activities including Staff Conference and Board Development sessions; and

	• The Committee welcomed the proactive approach being taken by the newly elected Student President and Vice President. **Curriculum Report** • The Committee reviewed curriculum performance and noted continued strong demand and application levels across the College; • Members noted progress towards delivery of the 2025-26 credit target and discussed variances within individual curriculum areas; • Particular attention was drawn to significant growth in demand for ESOL provision. In response, the College is piloting embedded ESOL delivery within specialist vocational programmes, including the CECA Academy and Nursing and Care provision, to support learner progression and improve access to vocational learning; and • The Committee welcomed the successful learner celebration event recognising achievement across Levels 4, 5 and 6 programmes and noted ongoing curriculum restructuring activity and the opportunities this presents for future curriculum development and responsiveness. **Quality and Learning & Teaching Innovation Report** • The Committee noted continued enhancement of the SLC Way, the College's approach to quality assurance and improvement; • Members welcomed further strengthening of the student voice and recognised its central role within quality enhancement activity for 2026-27; • The Committee received updates regarding national work with SPARQS and partners to review and redesign student survey approaches. Discussion included the importance of understanding student satisfaction data within an appropriate context and ensuring evidence is used effectively to drive improvement; • Members noted that the external quality environment continues to evolve and that preparatory work is underway to ensure the College remains well positioned; and • The Committee congratulated the Head of Quality and Learning & Teaching Innovation on her appointment as Vice Chair of the CDN Quality Group. **Student Engagement and Partnership Report** • The Committee noted continued progress in integrating Educational Learning Support into Student Support Services, including developments in referral and case management processes; • Members received updates regarding the Additional Support Needs Project and its implementation timetable and

	welcomed progress made through the Student Support Services refurbishment project; • The annual Counselling and Wellbeing Report highlighted the breadth of support available to students and the positive impact of wellbeing initiatives; • Updates were provided on support for LGBTQIA+ students and wider inclusion activities; • The Committee endorsed the introduction of the MCR Pathways Mentoring Programme and welcomed the continuing partnership with Aspire through delivery of transition support workshops; and • Staff were commended for the progress made and improvements achieved over the past year. **Vice Principal Strategic Update** • The Committee considered the progress made during the foundational phase of the Student Experience and Innovation portfolio during 2025-26 and endorsed the strategic priorities identified for Academic Year 2026-27; • Members noted the alignment of planned activity with College strategic objectives, the Tertiary Quality Enhancement Framework and Scottish Government priorities; • Discussion focused on embedding a culture of quality enhancement, evaluation and data-informed decision-making; • The Committee recognised the importance of student voice mechanisms in shaping improvement activity and enhancing the learner experience; and. • Members noted ongoing developments relating to student engagement systems and the planned review of outcomes from future recruitment and student engagement activity. **Matters for Information** • The Committee noted updates relating to marketing and communications activity, the Scottish Funding Council SEAP thematic report, the Students' Association Strategic Plan and the LTSE Workplan for 2026-27; • Members welcomed the updated Students' Association Strategic Plan and noted that a Student Partnership Agreement update will be brought forward in November; • The Committee noted performance updates through the KPI Dashboard, the Annual Counselling Report and complaints reporting considered through the Audit and Risk Committee; and

	• Discussion highlighted the importance of understanding the student applicant journey and ongoing work to enhance onboarding and progression processes. **Summary** • The Committee was satisfied that the College continues to demonstrate strong performance across learning, teaching and student experience; • Student partnership arrangements continue to strengthen through the work of the Students' Association and wider student voice activity; • Curriculum performance remains positive, supported by increasing demand and ongoing curriculum development. Quality assurance and enhancement arrangements remain robust, underpinned by a clear commitment to continuous improvement, partnership working and evidence-informed practice; • Significant progress continues to be made in student support, wellbeing provision and support for learners requiring additional assistance; and • The Committee welcomed the strategic direction established for Student Experience and Innovation during 2026-27 and will continue to monitor progress across all areas throughout the academic year. **Summary of Actions** **Item 7** – Curriculum Report: Typographical amendment required within section 3.2, changing August 2025 to August 2026. **Item 8** – Quality, Learning and Teaching Innovation Report: A thematic report on student satisfaction and self-evaluation outcomes to be presented to a future meeting of the Committee. **Item 15** – Key Performance Indicators Dashboard: Consideration to be given to inclusion of prior-year comparator data within future reports.

BOARD OF MANAGEMENT

Date	22 September 2026
TITLE OF REPORT	Finance and Resources Committee Chair's Report for the South Lanarkshire College Board
REFERENCE	23.3
AUTHOR AND CONTACT DETAILS	Heather Anderson, Acting Chair of Finance and Resources Committee Heather.Anderson@slc.ac.uk
PURPOSE	To provide the Board with a Report from the FRC Chair including matters discussed during the FRC Meeting on 1 September 2026.
BOARD ACTIONS / POINTS TO NOTE	The Board is asked to note key points: • The Committee considered the FRC Work Plan and Remit with further consideration to be given to the structure of the Committee workplan and an additional duty of the Committee to be included to review any financial settlements. • The Committee had noted and approved the following for remittance to the Board ▪ Accounting Policies for Financial Statements 2025-26 ▪ SFC Financial Forecast Return (FFR) ▪ Zero Waste to Landfill Approach • Cashflow and Accounts to 30 June 2026, noting a draft full year deficit of £1.056M. • Principal and Executive Team Expenses 2025-26 • The Quarterly update from Procurement. • The Quarterly update from Facilities • The Quarterly update from the Climate Change Action Team (CCAT) • The Quarterly update from the Business Innovation and Development Team and its newly formed Commercial Approach for consideration by the Board; • The Finance Improvement Plan for 2026 • Updates to the Strategic Dashboard for Growth, Innovation and Sustainability actions.

KEY POINTS	**05.1 FRC REMIT AND WORK PLAN 2026-27** The Committee noted and considered the Work Plan which was last reviewed in August 2024. The Committee asked for consideration to be given to including an additional responsibility within the remit for the review of any financial settlements and in any additional cases where the Committee/Board have legal responsibilities. The Committee also asked for further consideration of the structure of the Committee workplan before it is remitted to the Board for approval. Specifically, it is proposed that the Chairs Committee review all work plans to assess whether there are improvements which can be made. **05.2 ACCOUNTING POLICIES FOR FINANCIAL STATEMENTS 2025-26** The Committee noted the anticipated accounting policies for use within the financial statements and that no updates are proposed to accounting policies this year. The Committee **approved** and remitted to the Board. **05.3 SFC FINANCIAL FORECAST RETURN (FFR)** ***Reserved item: Commercially Sensitive*** The Committee considered the FFR, **approved** and remits to the Board. The terms of the paper cannot be published due to being commercially sensitive. **05.4 ZERO WASTE TO LANDFILL APPROACH** The Committee noted and **approved** the report, with discussion focusing on implementing the strategy and quantifying reduction in waste and associated costs. The Committee asked that the Approach be reviewed for viability in respect of waste reduction tonnage targets by the year of 2040, with the suggestion to increase near-term reduction targets. Committee also noted opportunities for closed-loop procurement of materials with an ask that the College begin to consider its approach to safe and sustainable disposal of residual waste from construction and demolition. **06.1/0.6.2 MANAGEMENT ACCOUNTS TO 30 JUNE 2026 AND CASHFLOW REPORT** The Committee noted the report and the likelihood of a £1.256M full year deficit.

	The Committee was informed that it had not been possible to bring draft July 2026 accounts to this Committee meeting, owing to some ongoing reconciliation work to assess the completeness of student fee invoicing within the finance system, following a system implementation. The Finance Team are working towards the completion of the year end statutory accounts in September 2026 once all transactions are confirmed. The Committee noted the high overspend on payroll costs in the year. The Committee separately acknowledged the ongoing work to address a need for income growth and diversification to protect the College from future deficits of this scale. **06.3 PRINCIPAL AND EXECUTIVE TEAM EXPENSES 2025-26** The Committee noted the paper, acknowledging minimal spend in year. It was agreed that the Executive Team should establish a budget for business expenses without the requirement to submit a formal paper to the Committee. It was however noted that expenses should continue to be recorded and reported as part of the overall financial reporting. **06.4 QUARTERLY UPDATE - PROCUREMENT** The Committee noted the Procurement update and noted the basic assurances that the report provides in evidencing that Procurement is serving the College well through the provision of a variety of tendered procurement exercises. It was however noted that the report is detailed and consideration should be given for a high-level dashboard of information for committee, subject to discussion with the Procurement Manager. The Executive Team agreed to discuss with a subsequent update to be provided. **06.5 QUARTERLY UPDATE - FACILITIES** The Committee noted and considered the report. The Committee noted a high volume of summer works across June – August 2026. The Committee acknowledged planned works in respect of the lifts, with further updates to be brought to the next Committee once the initial feasibility study has been concluded by the Project Management consultancy. The Committee noted no appetite to replace the current gas boilers as it would not be feasible to do so considering net zero targets. Instead, the Committee asked that consideration be given to early contractor involvement for any sustainability projects, including the sourcing of potential expertise to assist with decision making. A Capital request to SFC is in progress.

	06.6 QUARTERLY UPDATE – CLIMATE CHANGE EMERGENCY ACTION PLAN (CCEAP) The Committee noted the plan and the activities being undertaken to support sustainability within the College. The Committee noted that an assessment is now in place regarding business travel as part of emissions tracking. A comparative metrics reviewing goals versus achievement was also suggested. The CCEAP 2026-27 is being formulated and will be brought to the next committee. **06.7 BUSINESS INNOVATION AND DEVELOPMENT – A COMMERCIAL APPROACH** The Committee welcomed and endorsed the commercial approach that was presented. The Committee thanked the Head of Business Innovation and Development for leading on this vital piece of work, which aims to support both employers and students in their pursuit of training needs as well as strengthening the College's financial sustainability through a more targeted approach to the development of a commercial pipeline of funding and income growth opportunities. **06.8 QUARTERLY UPDATE – BUSINESS INNOVATION & DEVELOPMENT** The Committee noted the quarterly updates and the significant project work being carried out to support the delivery of Raising Income through Skills and Education (RISE) and Training Access Fund (TAF) funding streams that have been awarded to the College in 2026/27. The Committee noted the importance of a Customer Relationship Management (CRM) system to support the streamlining of processes internally. **06.9 FINANCE IMPROVEMENT PLAN 2026** ***Reserved Item: Commercially Sensitive*** The Committee noted the report. The details of the report will not be published due to commercial sensitivity. **06.10 STRATEGIC DASHBOARD UPDATES** ***Reserved item: Commercially Sensitive*** The Committee acknowledged the quarterly update to both Growth and Innovation and Sustainability over the last quarter. The details will not be published due to being commercially sensitive in draft form.

BOARD OF MANAGEMENT

DATE	September 2026
TITLE OF REPORT	People and Culture Committee (PAC) Chair's Report
REFERENCE	23.4
AUTHOR AND CONTACT DETAILS	Douglas Morrison, Chair of the Board of Management Douglas.morrison@slc.ac.uk
PURPOSE	To update the Board of Management on the key matters considered by the People & Culture Committee at its meeting on 3 September 2026 and to provide recommendations and assurance arising from the Committee's discussions.
BOARD ACTIONS / POINTS TO NOTE	The Board is asked to note Key Points, especially: • note the matters considered by the People & Culture Committee on 3 September 2026; • approve the revised Health & Safety Policy, which was reviewed by the Committee and recommended for Board approval, subject to agreed amendments being incorporated into the final version; • note continuing progress across employee engagement, organisational culture, health, safety and wellbeing; • note ongoing developments in national bargaining, workforce reform and industrial relations matters across the college sector; and • take assurance from the reports considered and actions agreed by the Committee.
KEY POINTS	**Health & Safety Policy** • The Committee reviewed the revised Health & Safety Policy and welcomed the development of the document. Members noted that the Policy has been refreshed to reflect current legislative requirements, recognised practice and the College's evolving operating environment. • The revised Policy provides greater clarity of roles, responsibilities and accountabilities across all levels of the organisation including senior leaders, managers, employees, students, contractors and agency workers. It also strengthens arrangements relating to behavioural safety, health surveillance, risk assessments, near miss reporting, first aid, fire safety, contractor management, insurance management, wellbeing and incident management. • The Committee discussed a number of proposed amendments to further strengthen the Policy and improve clarity. Subject to the incorporation of the agreed amendments, the Committee approved the revised Policy and recommends it to the Board for approval.

	Sector Employment and Industrial Relations • The Committee received an update on national bargaining and industrial relations developments across the sector. • Members noted progress relating to national bargaining developments, pay, and terms & conditions discussions, and wider sector workforce developments. The Committee recognised the potential implications for workforce planning, financial sustainability and future operating models within the college sector. • Members discussed the professional services job evaluation status and raised concerns regarding this and its impact on employees. • The Committee also considered trade union matters and was provided with assurance regarding current engagement arrangements and ongoing dialogue with recognised trade unions. **Staff Voice and Employee Engagement** • The Committee welcomed continued progress in employee engagement and Staff Voice activities. • Members noted positive participation in Staff Development Days, the Staff Conference and other engagement activities throughout the year. Particular feedback reflected appreciation for opportunities for open dialogue with senior leaders, staff involvement in discussion forums and continuing opportunities to contribute to organisational development. • The Committee also welcomed progress in further developing employee feedback arrangements, including the Tell Us and Report & Support platforms, as well as plans for future pulse surveys and staff recognition initiatives. **Annual Health & Safety Review** • The Committee received the Annual Health & Safety Review and welcomed the progress achieved during 2025-26. • Members noted continued compliance with statutory health and safety requirements and recognised improvements across governance arrangements, fire safety management, staff training, health surveillance and organisational safety culture. The Committee also welcomed increased near-miss reporting, supporting a more proactive approach to risk identification and prevention. Members encouraged that more work is done to increase the level of near miss reporting. • Members noted that practical teaching and learning environments continue to represent the College's highest-risk operational areas and welcomed the ongoing focus on risk management and control within these settings. **Workforce Capacity, Capability and Sustainability** • The Committee received the inaugural Quarterly People Update and welcomed the introduction of a more strategic workforce reporting framework.

	• Members noted that workforce capacity is stable, turnover levels remain manageable and recruitment activity continues to support operational delivery. • Long-term absence and attendance management continue to represent key areas of focus. **Culture, Wellbeing and Belonging** • The Committee received the first Quarterly Culture Update and welcomed positive indicators relating to employee engagement, wellbeing, inclusion and partnership working. • Members noted encouraging participation rates and feedback from Staff Development Days and the Staff Conference. Particular recognition was given to the Health & Safety session delivered by an external Health & Safety lawyer, which generated strong engagement and positive feedback from attendees. • The Committee also noted continuing progress in relation to wellbeing initiatives, Staff Voice activity, recognition planning and the development of National Equality Outcomes. Members recognised the importance of maintaining a continued focus on engagement, belonging, inclusion, communication and psychological safety. **Health & Safety** • The Committee noted the appointment of Tony McCluskey as Health & Safety Advisor and noted continued progress in strengthening health and safety arrangements across the College. • Members discussed fire evacuation arrangements, Personal Emergency Evacuation Plans (PEEPs), refuge point capacity and the ongoing programme of lift replacement works. The Committee also noted progress in relation to health surveillance, statutory compliance, health and safety training, emergency preparedness and preparations for the implementation of Martyn's Law. • The Committee highlighted the importance of maintaining a continued focus on first aid resilience, fire safety, emergency arrangements and positive health and safety behaviours across the College. **Enhanced Committee Reporting** • The Committee welcomed the refreshed format of the preceding three papers – the Quarterly Updates for People, Culture, and Health & Safety - noting the transition from separate operational updates towards a more strategic and integrated approach to reporting. • Members considered that the revised format provides a clearer line of sight between workforce, culture, wellbeing, inclusion and health & safety matters, enabling more effective scrutiny of emerging trends, risks and opportunities. • The Committee agreed that the refreshed reporting arrangements strengthen assurance and support more informed discussion at Committee level.

	Performance Monitoring and Strategic Dashboards • The Committee reviewed the People & Culture contribution to the College's Strategic KPI Dashboard and welcomed the quarterly update. • Members considered the information and supporting narrative helpful in monitoring performance, understanding emerging trends and providing assurance across workforce, culture, wellbeing and health & safety matters. **EIS-FELA** • The Committee noted that a matter relating to local office arrangements had been raised by EIS-FELA and was being addressed through established local processes. • Members were advised that there were no other known issues.