

FINANCE AND RESOURCES COMMITTEE

NOTICE

There will be a meeting of the Finance and Resources Committee (FRC) at 1730 hours on 01 September 2026 in the Boardroom and on Teams.

AGENDA

Agenda Item		Paper / Link	Lead
01	Apologies for Absence	N	VA
02	Declaration of any potential Conflicts of Interest in relation to any Agenda items	N	All
03	Minutes of Previous Meetings (26 May 2026)	03.0	HA
04	Matters Arising from the Previous Meeting	N	HA
05	Matters for Approval		
05.1	FRC Remit and Work Plan 2026-27	05.1 05.1b 05.1c	EMCK
05.2	Accounting Policies for Financial Statements 2026-27	05.2	EMCK
05.3	Reserved Item: Commercially Sensitive SFC Financial Forecast Return (FFR)	05.3 05.3b	EMCK
05.4	Zero Waste to Landfill Approach	05.4 05.4b	OO
06	Matters for Discussion		
06.1	Management Accounts to 30 th June 2026	06.1 AND 06.2	EMCK
06.2	Cashflow report to 30 th June 2026	As above	EMCK
06.3	Principal and Executive Team Expenses 2025-26	06.3	EMCK
06.4	Quarterly update – Procurement	06.4	EMCK
06.5	Quarterly update – Facilities	06.5	JJ
06.6	Quarterly Update – Climate Change Emergency Action Plan	06.6	OO
06.7	Reserved Item: Commercially Sensitive Business Innovation & Development: Commercial approach	06.7 06.7b	JP

06.8	Reserved Item: Commercially Sensitive Quarterly Update – Business Innovation & Development	06.8 06.8b	JP
06.9	Reserved Item: Commercially Sensitive Finance Improvement Plan 2026	06.9	EMCK
06.10	Reserved Item: Commercially Sensitive Strategic Dashboard updates	06.10	EMCK
	Matters for Information (No overviews required – questions invited)		
07	Any Other Business	N	
08	Summation of Actions and Dates of Next Meeting (24 November 2026)	N	VA

Key:

AS	Anna Stoll	Committee Member
DM	Douglas Morrison	Chair – Board of Management
EMcK	Elaine McKechnie	Vice Principal – Finance, Resources and Sustainability
HA	Heather Anderson	Committee Member
JJ	James Jamieson	Depute Head of Curriculum
JMcC	Jamie McCrindle	Co-Opted Committee Member
LW	Laura Wright	Chair – Finance and Resources Committee
LC	Lucy Campbell	Senior Finance Consultant
OA	Odira Atueyi	Committee Member
OO	Omatsola Oke	Sustainability Officer
SG	Scott Gray	Committee Member
SMcM	Stella McManus	Principal
VA	Vari Anderson	Governance Professional

Unconfirmed FRC Minutes

FINANCE AND RESOURCES COMMITTEE (FRC)

MINUTES

FRC Committee on 26 May 2026 at 1730 hours via Microsoft Teams or in the Boardroom at South Lanarkshire College

Present

Anna Stoll (online)
Douglas Morrison (Acting Chair – FRC)
 Heather Anderson (online)
 Jamie McCrindle (co-opted member)
 Stella McManus

In Attendance

Chris Sumner
 Elaine McKechnie
 James Jamieson (left meeting before Item 06.7)
 Omatsola Oke (left meeting before Item 06.7)
 Paddy Feechan

Vari Anderson, Governance Professional
 Christine Clark, Executive & Governance Administrator

Agenda Item	
01	Apologies for Absence Laura Wright (FRC Chair) Odira Atueyi Scott Gray Welcome to J McCrindle (newly co-opted member) and introductions were made.
02	Declaration of any potential Conflicts of Interest in relation to any Agenda items None noted.
03	Minutes of Previous Meetings (24 Feb 2026) The minutes noted as accurate .
04	Matters Arising from the Previous Meeting – 24 February 2026 <i>Item 5.5 Action: AS and Procurement team members to discussion wording around Circular Economy and Sustainable Procurement, with a guideline list and/or inclusion of a flow-chart. Complete.</i> <i>Item 6.1 and 6.2 Action: Typographical error to be amended in respect of variance for January 2026 – should be positive and not negative figure. The Committee requested an update on salary costs for the next FCR meeting. Complete.</i>

	<i>Item 6.5 Action point: Typographical error in Henderson Loggie to be amended and for number of committees to be consistent. In respect of scope 3 emissions, consideration to signposting to Environmental Association for Universities and Colleges tools to calculate student travel. Complete.</i>
05	Matters for Approval
05.1	Reserved Item: Commercially Sensitive in Draft Form Draft Budget 2026-27 (including Indicative Funding Allocation analysis) The Committee noted the paper and questions were invited. The Committee discussed context regarding funding pots, staffing costs, absences, expenditure and income diversification. The details could not be published due to being commercially sensitive in draft form. Action: Mr Ben MacPherson to be invited into the College to discuss the College's financial opportunities. Detail of the College's non-SFC income would be beneficial for the Committee to understand income streams.
05.2	Reserved Item: Commercially Sensitive in Draft Form Draft Mid-Year Return (MYR) to Scottish Funding Council The Committee noted the paper, including the ongoing reliance of SFC grants. Paper approved and remitted to the Board. The details could not be published due to being commercially sensitive in draft form.
05.3	Procurement Policy and Procedure Review – Feb 2026 The Committee noted the Policy and Procedure Review. Paper approved and remitted to the Board subject to amendments. Action: Section 6.5.2 – to include a reference and to place greater emphasis on value for the College unless stating such creates misalignment with guidance. Page 17 – consideration to using additional frameworks where appropriate for specialist supplies and not relying solely on Public Contract Scotland. Section 13.3 – provision for management team to step out of delegated authority in case of emergency to be added to Business Continuity Management Policy which was considered by the Audit and Risk Committee and Remitted to the Board Meeting scheduled for 16 June 2026.
05.4	Procurement Strategy The Committee noted the Strategy, APUC terminology and the alignment with the College Strategy, reviewed annually. Paper approved and remitted to the Board subject to amendments.

	Action: Reference to SQA to be updated to Qualifications Scotland and note that Qualifications Scotland are not the only awarding body, therefore influenceable spend, to be referred to APUC for consideration/updating.
05.5	Estates and Infrastructure Approach The Committee considered the report, noting the alignment with the Scottish Government investment hierarchy, skills planning with Glasgow City Region (GCR), and the Scottish Funding Council (SFC) infrastructure investment plan around sustainability and carbon reduction. Reference was made to feedback at the Board Planning Day (21/4/26) with final details to follow from Graven around the medium to long term plan regarding the SLC estate. Discussion included energy costs and the potential for SLC to become the first zero bills college, taking account of capital investment and technical challenges. Offline discussions should include experts to assist with plans and calculations prior to any approach to potential funders. Noted table does not align with the Guidance on the Effective Management of Spaces (GEMs) for Scotland's Colleges with the recommendation to contact Elspeth Nicholson (Policy Officer, SFC) for further advice. The Committee approved the paper and remitted to the Board subject to amendments. Action: Typographical error to be amended within page 8 section 2.1 – 'driven by'. It being noted the College's ambition to be the first College to achieve zero bills status within the next 5 years. A sub-group to be established to push this forward. College to align the framework with Guidance on the Effective Management of Spaces for Scotland's Colleges (GEMS) guidance.
05.6	Environmental Sustainability Policy The Committee noted the updated Policy and verbal update around financial related data to follow in future reports as this was the first year for this statutory accounts process. The Committee approved the policy and remitted to the Board. Reference was made to the Ellen MacArthur Foundation which provides reliable information on closed loop circular economy systems and A Stoll offered support around Scope 3 (circular economy processes), if required. Action: Formatting issue on 5.3 to be amended and target against baseline to be included within section 5.6. Within Appendix 3 – a closed loop circular economy diagram to be included noting the offer of assistance from A Stoll.
06	Matters for Discussion

	Management Accounts to 30th April 2026 Item considered alongside 06.2 The Committee considered the report together with the Cashflow report, noting challenges around sickness, deep dive for better overview and management support to improve confidence around discussing this issue, including early referrals to Occupational Health for MSK or Psychological absences.* Action: 06.1 Further narration to be provided regarding Management Accounts: Operating Surplus/Deficit section to help understanding. Value on page 113 in relation to staff expenditure and page 117 (surplus/deficit) to be checked and amended, as required. *Governance Professional Note: Staff absence was raised at the People and Culture Committee on 28 May 2026. A deep dive has been scheduled by the Senior Leadership Team on 23 June 2026.
06.2	Cashflow report Item considered alongside 06.1 above.
06.3	Quarterly update – Procurement The Committee noted and considered the update. Discussion included request for reference to community benefits to enable better understanding around social value. Also, information around what the companies supply to the college would be beneficial. Action: Social value to be added to future reports to help Committee gain an overview and understanding. Further, it would be beneficial for the relevant business to be identified alongside each company.
06.4	Quarterly update – Facilities The Committee noted the report and verbal update around the lift works and timeline for the completion of the project. Reference made to Table 5.1 with verbal amendment to the incorrect figures and highlights around generated kw hours, return on investment, decreased usage during the Glasgow Fair Weekend, waste, and recycling. Query raised around Fire System red flagged and noted issue resolved by engineer since preparation of the paper. The Committee understood Procurement now links in with Facilities for consistency in Red Amber Green (RAG) ratings. A query was raised regarding the requirement for a 12mths extension for ground's maintenance. The Committee was advised that shorter extensions are not available, and the extension is required to allow the College to tender for a new supplier. The table will be updated in advance of the next FRC committee meeting.

	Further discussion included gas usage, single point water heaters and reduction of paper consumption.
06.5	Quarterly Update – Climate Change Emergency Action Plan The Committee noted the corrections and updates to Table 8 (second row) and briefly discussed potential financial opportunities. Reference also made to Table 4 (road mapping targets) with a request for this action plan to include owners, and oversight of what is required to complete the action(s). Action: Within Table 4, it would be beneficial for the action plan to include owners to enable the Board oversight of what needs to be done to ensure actions are completed.
06.6	Quarterly Update – Business Innovation & Development The Committee considered the update and noted the appointment of the new Head of Business Innovation and Development (Jane Prentice) on 5/5/26. Discussion included dashboard suggestion; 18 proposals (of which 11 have been successful); and the Local Innovation Partnership Fund Glasgow City Region LIPF GCR submitted bid where an update is expected over the summer period. Reference was made to the withdrawal of Clyde Maritime funding. The Committee noted discussions are ongoing with Glasgow City Region (GCR) regarding the potential renewal of Clyde Maritime funding for 2026/27 although nothing has yet been formalised. The Committee also noted the success of the local partnership with Climate Action Strathaven in respect of the minibus project and the strong partnership with South Lanarkshire Council around employability services. Action: Visibility of quarter-on-quarter year growth would be beneficial within future updates.
	Non-Board members were thanked for contributing to the meeting and were invited to leave.
06.7	Reserved Item: Commercially Sensitive Finance Improvement Plan 2026 The Committee noted the Plan and overview provided. The details could not be published due to being commercially sensitive.
06.8	Reserved Item: Commercially Sensitive Strategic Dashboard updates The Committee noted the updates on the strategic dashboard. The details could not be published due to being commercially sensitive. Action: Amendment to be made to Table 1 regarding expenditure and deficit.

	Matters for Information (No overviews required – questions invited)
07	Capital expenditure update to 30th April 2026 The Committee noted the Capital Expenditure update to 30 April 2026.
08	Any Other Business Nil raised.
09	Summation of Actions and Dates of Next Meeting 1 September 2026 Matters for Approval: <u>5.1 Draft Budget 2026-27 Approved and Remitted to the Board.</u> Mr Ben MacPherson to be invited into the College to discuss College financial opportunities. Detail of the College's non-SFC income would be beneficial for the Committee to understand income streams. <u>5.2 Draft Mid-Year Return Approved and Remitted to the Board.</u> <u>5.3 Procurement Policy and Procedure Review Approved and Remitted to the Board</u> under consideration to the following amendments: 6.5.2 – to include a reference and placing greater emphasis on value for the College unless it creates misalignment with guidance Page 17 – consideration to using additional frameworks where appropriate for specialist supplies and not relying solely on Public Contact Scotland. 13.3 – provision for management team to step out of delegated authority in case of emergency to be added to Business Continuity Management Policy <u>5.4 Procurement Strategy Approved and Remitted to the Board</u> Reference to SQA to be updated and note that Qualifications Scotland are not the only awarding body therefore there is influence to be considered/updated by APUC. <u>5.5 Estates and Infrastructure Approach Approved and Remits to the Board</u> Typographical error to be amended within page 8 section 2.1 – 'driven by'. It being noted the College's ambition to be the first College to achieve zero bills status within the next 5 years. A sub-group to be established to push this forward. College to align the framework with Guidance on the Effective Management of Spaces for Scotland's Colleges (GEMS) guidance. <u>5.6 Environmental Sustainability Policy Approved and Remits to the Board</u> Formatting issue on 5.3 to be amended and target against baseline to be included within section 5.6. Within Appendix 3 – a closed loop circular economy diagram to be included. (Ellen MacArthur) <u>6.1&2 Management Accounts and Cashflow</u> Further narrative to be provided regarding Management Accounts: Operating Surplus/Deficit section to help understanding. Value on page 113 in relation to staff expenditure and page 117 surplus/deficit to be checked and amended.

	<u>6.3 Quarterly Update – Procurement</u> Social value to be added to future reports to help Committee gain an overview and understanding. Further, it would be beneficial for the relevant business to be identified alongside each company. <u>6.5 Climate Change Emergency Action Plan</u> Within Table 4, it would be beneficial for the action plan to include owners to enable the Board oversight of what needs to be done to ensure actions are completed. <u>6.6 Business Innovation and Development Plan</u> Beneficial for visibility of growth over the coming months within updates – quarter on quarter. <u>6.8 Strategic Dashboard Update</u> Amendment to be made to table 1 regarding expenditure and deficit. Meeting ended 1930.
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Key:

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

FINANCE & RESOURCES COMMITTEE

DATE	1 September 2026
TITLE OF REPORT	Finance Committee Workplan and Remit review for the Committee
REFERENCE	05.1
AUTHOR AND CONTACT DETAILS	Elaine McKechnie (VP – Finance, Resources & Sustainability) Elaine.mckechnie@slc.ac.uk
PURPOSE:	To review the workplan of the Finance & Resources Committee as across 2026-27 and consider any amendments required to the Committee remit, as is required every 2 years.
KEY RECOMMENDATIONS/ DECISIONS:	The Committee is asked to: • Review the workplan and ensure it is complete; • Agree to similar timeframes for scheduling of work for 2026/27 as in 2025/26; • Instruct College management to arrange for the appropriate supporting documents to be available according to the timetable; and • Review the Committee Remit and ensure it reflects an accurate representation of duties.
RISK	• That there is a failure of financial controls • That there is a failure of Corporate Governance arrangements • That there is a reputational risk to the College.
RELEVANT STRATEGIC AIM:	• The Student Experience • Culture and People Development • Growth and Innovation • Sustainability
EQUALITIES	• There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.
SUMMARY OF REPORT:	• The workplan is a suggested timetable for the year, incorporating formal requirements which the Committee is invited to consider. It is included as appendix 11.1 to this summary. • There are no proposed changes to the work plan. • The remit of the Audit Committee is prepared and agreed every two years. As it was approved in August 2024, the Remit has been brought to this meeting for approval. The Committee should note the following key changes since the last review in August 2024: a) Removal of references to the Regional Strategic Board on dissolution on 30th July 2025.

Appendix 05.1b Finance & Resources Committee Workplan for 2026-27

Appendix 05.1c Finance & Resources Committee Remit 202

1. INTRODUCTION

- 1.1. This paper provides an overview of the intended Finance & Resources Committee work plan for 2026-27.

2. BACKGROUND

- 2.1 The College needs a Finance & Resources Committee work plan annually to ensure robust governance, accountability, management and control
 - 2.1.1 The finance committee is responsible for monitoring the college's financial position and systems, making key financial decisions, and overseeing the system of financial control.
 - 2.1.2 It also considers other matters relevant to the financial duties of the Board and recommends actions to ensure the college remains financially viable.
 - 2.1.3 The work plan helps the finance committee fulfil its fiduciary responsibilities and critically assess the best methods for achieving long-term institutional health.
- 2.2 Separately, the remit covers the composition and membership of the committee and highlights in particular that the Committee and its Chair will be appointed by the Board and will consist of no fewer than four members (including the Principal) – preferably with at least 50% of the membership being non-executive members as defined by the Code of Governance. The remit is contained at appendix 05.1b.
- 2.3 All decisions taken must be taken by a majority of non-executive members present and voting.
 - 2.3.1 The Principal shall be a member but for voting purposes will be considered an executive member.
 - 2.3.2 The Chairing Member of the Board may also be a member and if so will be treated as a non-executive member.
 - 2.3.3 As there will normally be at least one Executive Board Members serving on this Committee it is expressly provided that Student Members, Staff Members and Trade Union Members need not expressly declare an interest by virtue of that status and that a Declaration of Conflict of Interest, as defined in full in the Remit, need not require a conflicted member to withdraw if, at the discretion of the Committee Chair with the advice of the Governance Professional, the input of that member can usefully contribute to the proceedings.

3 THE WORK PLAN

- 3.1 The Work plan is contained in appendix 05.1c. There are no proposed changes to the work plan since 2025/26.

4 COMMITTEE REMIT

- 4.1 The Committee remit is contained in appendix 05.1b. The remit of the Finance & Resources Committee is prepared and agreed every two years. As it was last approved in August 2024, the Remit has been brought to this meeting for approval.
- 4.2 The Committee should note the following key changes since the last review in August 2024:

- 4.2.1 Removal of reference to the Regional Strategic Board on dissolution on 30th July 2025.

4.3 No other changes have been made to the document.

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 are that

- 6.1.1 there is a failure of financial controls,
- 6.1.2 there is a failure of Corporate Governance arrangements; and
- 6.1.3 that there is a reputational risk to the College.

7 RECOMMENDATIONS

- 7.1 The Committee is recommended to:

- 7.1.1 Review the workplan and ensure it is complete;
- 7.1.2 Agree to similar timeframes for scheduling of work for 2026/27 as in 2025/26;
- 7.1.3 Instruct College management to arrange for the appropriate supporting documents to be available according to the timetable; and
- 7.1.4 Review the Committee Remit and ensure it reflects an accurate representation of duties.

Appendix 05.1b

THE BOARD OF MANAGEMENT FINANCE AND RESOURCES COMMITTEE REMIT

Constitution and Membership

The Board of Management will establish a Committee of the Board to be known as the Finance and Resources Committee. The Committee and its Chair will be appointed by the Board. There shall be not less than four members, one of whom shall be the Principal. A quorum shall be a minimum of three members of the Committee.

Committee membership should, preferably, comprise at least 50% of the membership as being non-executive members but all decisions must be taken with a non-executive majority of those present and voting. The Chairing Member of the Board is ex officio a member of the Committee and as such is considered to be a non-executive member as defined in Annex 1 of the Code of Governance.

As there will normally be at least one Executive Board Members serving on this Committee it is expressly provided that Student Members, Staff Members and Trade Union Members need not expressly declare an interest by virtue of that status and that a Declaration of Conflict of Interest need not require a conflicted member to withdraw if, at the discretion of the Committee Chair with the advice of the Governance Professional, the input of that member can usefully contribute to the proceedings. For the avoidance of doubt the test for a Conflict of Interest which would preclude participation in decision making and/or require withdrawal is as follows:

The objective test for determining a significant conflict of interest is whether or not a member of the public with knowledge of the relevant facts would reasonably regard the interest so significant that it is likely to prejudice decision making.

Terms of Reference

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

Proceedings

The Committee should meet four times per year. The Vice Principal responsible for Finance will attend as a specialist advisor along with such senior staff as may be appropriate from time to time to offer specialist advice. One of these meetings will be to recommend approval of the College Financial Statements to the Board of Management and the Chair of the Audit Committee should be in attendance at this meeting.

Duties

The duties of the Committee shall include:

- Monitoring and advising on the financial and institutional sustainability of the College.
- Maintaining a strategic overview of all matters concerned with Finance and the maintenance and development of the College estates and advising the Board of Management accordingly.
- Reviewing the College's finance and procurement strategies, with a view to recommending their acceptance to the Board of Management.
- Advising the Board on the overall strategy and planning for the College's property and estates, with a view to recommending any strategy documents to the Board of Management for their approval.
- Considering the appropriateness of and approving the College's Accounting Policies for use within the Annual Report and Financial Statements.
- Considering the College's Annual Report and Financial Statements and, in conjunction with the opinion of the Audit Committee on the report of the external auditor and recommending these for approval to the Board of Management, and as required, the Funding Body.
- Approving annual operating plans and budgets prior to their submission to the Board of Management, ensuring that they reflect the College's strategic plan – taking account of key risk areas as identified in the Risk Register.
- Considering and advising the Board of Management on relevant aspects of the Scottish Public Finance Manual.
- Monitoring management accounts as compared to plans and budgets.
- Reviewing submissions / reports made by the Head of Finance on financial and estates related matters prior to presentation to the Board.
- Monitoring all financial and estates-related returns requested by outside bodies, in particular, the Scottish Funding Council.
- Advising the Principal regarding expenditure on services to the College.
- Ensuring that funds provided by the Scottish Funding Council and other funders are used in accordance with the terms and conditions specified in the appropriate offers of funding.
- Examining College policies on financial and estates-related issues and ensuring that they retain currency and relevance.
- Approving the College Financial Regulations and related documents.
- Monitoring any Financial Memoranda
- Advising the Board on the progress of capital and estates programmes and on the efficient and effective maximisation of the College properties.
- Examining any issues which may have financial / estates implications, or which may be referred to it by the Board of Management.
- Reviewing the College's Annual Climate Change Duties Report

- Reviewing the College's Mid-Year Return (MYR) and Financial Forecast Return (FFR) for submission to the Scottish Funding Council and recommending their acceptance by the Board of Management.

Reporting Procedures

The Committee should direct the minutes and appropriate papers of its meetings to the Board of Management.

After approval, the Committee's Minutes and appropriate papers should be directed, if required, Funding Body and be published on the South Lanarkshire College website.

Effectiveness of the Committee

The Committee shall refer to the Code of Good Governance for Scotland's Colleges and:

- Perform an annual self-evaluation exercise
- Prepare an Annual Report for the Board of Management on the performance and duties undertaken by the Committee.

FINANCE & RESOURCES COMMITTEE

DATE	1 September 2026
TITLE OF REPORT	Accounting Policies for Financial Statements 2026/27
REFERENCE	05.2
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 Committee 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 Committee 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 Committee 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.

FINANCE & RESOURCES COMMITTEE

DATE	1 September 2026
TITLE OF REPORT	Zero Waste to Landfill Approach
REFERENCE	05.4
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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We are committed to the FREDIE principles of Fairness, Respect, Equality, Diversity, Inclusion and Engagement.



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Table of Contents

Table of Contents	3
Introduction	4
Approach	4
Scope	5
Pathway to Zero waste to Landfill	5
Governance and Leadership	5
Incentivise general waste reduction.....	6
Recycling	6
Purchases and Procurement.....	7
Waste Monitoring and Reporting	7
Identification of opportunities to design out waste in high-risk areas of our operation	8
Training/Communication.....	9
Staff and Students Participation	9
Proper Handling and Reduced Generation of Hazardous Waste	10
Fig 1: Snapshot of South Lanarkshire College's Waste Management Dashboard for the 2025/2026 Fiscal Year	11
Table 1: Approach Actions Plans August 2026 to July 2027	12

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 there 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

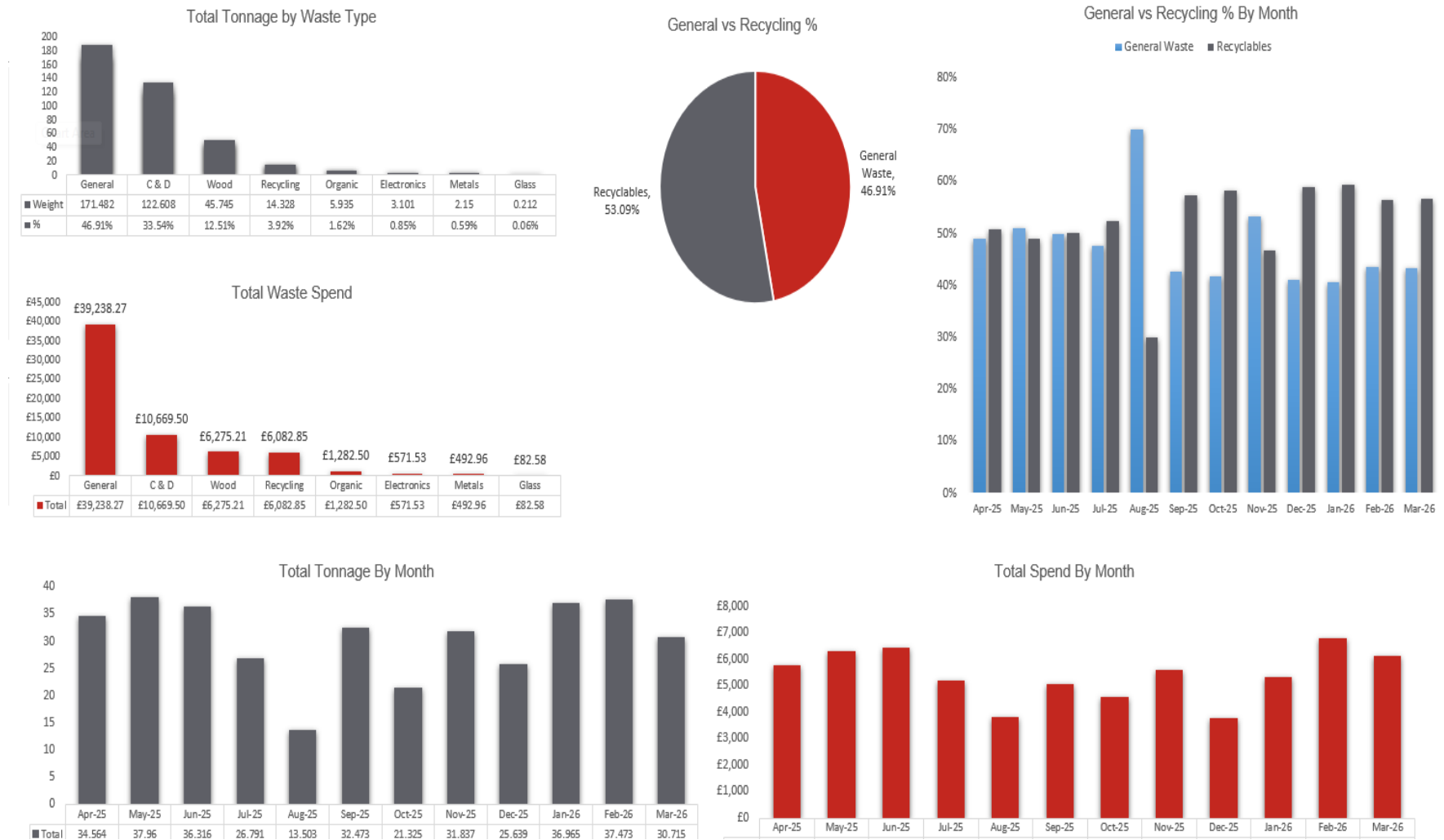


Table 1: Approach Actions Plans August 2026 to July 2027

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												



South
Lanarkshire
College

East Kilbride

FINANCE & RESOURCES COMMITTEE

DATE	1 September 2026
TITLE OF REPORT	Management Accounts to 30 June 2026 and Cashflow
REFERENCE	06.1 and 06.2
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	To update Members on management accounts to 30 June 2026 in conjunction with a projection of cashflow for 2025/26 and 2026/27 based on actual income and expenditure.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: • note the contents of the report, the financial position for the period and the supporting narrative to accompany the detrimental change to full year forecast.
RISK	The main risks are: • Going concern; that the College cannot maintain financial sustainability and is unable to provide high quality education and support to its students; and that • There are insufficient funds for capital maintenance and maintenance requirements.
RELEVANT STRATEGIC AIM:	• The Student Experience • Growth and innovation • Sustainability
SUMMARY OF REPORT:	• The report contains a summary of income and expenditure for period ended 30 June 2026. • The Committee is asked to note a draft operating deficit of £1.216M as of 30 Jun 2026, with the projected full year forecasted deficit of £1.256M remaining (2025/26 original Budgeted deficit £788k, Mid-year return estimate of £583k). • The Chairs Committee of the Board was advised in July 2026 that the full year estimate of £583k was significantly understated due to high staff costs, high maintenance costs and loss of expected income.

	• Prior month deficit year to date was £1.007M. The increased deficit in June 2026 is due to the College taking a very prudent approach to Jun 2026 management accounts with additional accrued income expected by 31 July 2026 in support of course completion and student enrolment that have not yet been validated by curriculum or Business Innovation and Development teams. • Payroll costs continued to rise slightly in June 2026, with a further £74k overspend against budget (YTD overspend £366k from £292k in May 2026). This continues to demonstrate high reliance on additional cover for absence levels across the College's core course delivery period, requiring significant backfill for posts within the curriculum area. The lack of forecasting of this expenditure has prompted an action to be taken in 2026-27 to ensure better control going forward.
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1 INTRODUCTION

- 2.1 This paper provides an overview of actual financial results for the period ending 30 April 2026 in conjunction with a projection of cashflow for academic year 2026-27 and 2027-28, based on actual income and expenditure to 30 June 2026.
- 2.2 The Committee is advised that the Accounts to 31st July 2026 are still being prepared and will be shared with the Board at the earliest opportunity to provide oversight of the College's draft full year financial position.

2 BACKGROUND

- 2.3 Learning and teaching core funding in 2025/26 has been maintained at the same level as 2024/25.
- 2.4 The 20% cut in funding (in real terms) across the last 3-4 years has put the College under financial pressure to become more sustainable and diversify and grow income streams, The recently announced 9.3% increase in SFC funding for 26/27 will support the College financially in the short term however with spiralling costs and expected pay award increases each year, it will not provide long term stability.

3 MANAGEMENT ACCOUNTS PROGRESS YEAR TO DATE

- 3.1 The Finance Team delivered the June 2026 month end process this month with a 5-day lag on the 11-working day expectation. Owing to absence levels within the finance team currently, the accounts could not be completed on time, highlighting the need for coverage of key tasks by other team members going forward.
- 3.2 All Balance Sheet reconciliations have been performed to 30 June 2026 by the Interim Financial Accountant with necessary adjustments booked to the income statement. This has helped to ensure the validity of the year-to-date financial results. The financial statements, inclusive of balance sheet (statement of financial position) and profit and loss (statement of comprehensive income and expenditure), along with the cashflow statement, can be found in appendix 1).
- 3.3 Purchase order commitments from 1 Aug 2025 to 30 June 2026 have been accrued into May 2026 accounts to reflect the proposed net value of committed expenditure. Budget holders have been asked to review all purchase orders that are disputed or have been cancelled to ensure that only valid purchase orders are accrued in the year end accounts.
- 3.4 Scottish Funding Council (SFC) grant-in-aid has been phased to represent an even split of funding across 2025-26. By June 2026, the College has recognised 11/12th of the total (92%) despite the SFC paying 93% of the total allocation by 30 June 2026. £94k has been deferred into July 2026 to smooth income.

4 MANAGEMENT ACCOUNTS: OPERATING SURPLUS/(DEFICIT)

- 4.1 The College has recognised a year-to-date operating deficit of £1.216M, with a full year predicted forecast deficit of £1.256M (2025/26 budget deficit £788k).
- 4.2 The change from the May 2026 YTD deficit of £1.007M to £1.216M has been negatively impacted by:

- 4.2.1 System issues preventing invoicing for 2025/26 being up to date with reliance on estimates to date, which may be understated e.g. UK Further Education Fees are lower than anticipated by £131k. With the system fix now in place, July's accounts will contain a complete and reconciled view of all fee income due.
- 4.2.2 A further £74k of wages and salary cost above budget, largely due to exceptionally high sickness and absence cover during AY 2025-26. Timesheets are collated and paid a month in arrears and so there was a high proportion of overtime incurred during key curriculum delivery (May 2026).

5 MANAGEMENT ACCOUNTS: INCOME

- 5.1 Total income for the period of £17.631M has been received, with £14.298M relating to Scottish Funding Council (SFC) recurring grants, representing 81.1% of total income. SFC grant funding accounted for 80.1% of the college's income in 2023/24 (82.6% in 2022/23) and the national average, based on the SFC's review of 2021/22 college data, was 78%.
- 5.2 Within non-recurring grants, £128k has been received across August – March 2026 in recognition of support for employer National Insurance (NI) and support staff increases. No further sums are expected across the remaining months of the academic year.
- 5.3 £683k release of Government Capital Grants relates to funding received for capital purchases that is amortised in line with the depreciation of each underlying asset. This value is a best estimate of current year funding releases based on prior year data and does not include any 2025/26 purchases at this stage in the year.
- 5.4 FE and HE Childcare of £328k is a statutory accounting adjustment that is made to reflect Scottish Funding Council funds given to the College for it to administer to students. There is a corresponding and equal cost in the accounts which reflects the same level of payout to students as the funding received. This is a notional amount reflecting last year's level of expenditure.
- 5.5 UK Higher Education Fees of £887k reflect course fees for all Higher Education provision courses; primarily SAAS funding.
- 5.6 UK Further Education Fees of £779k reflect course fees for all further education courses, including CITB and SNIPEF.
- 5.7 Skills Development Scotland (SDS) contracts refer to Modern Apprenticeship funding. From the total contract value of £495k, the College realised £476k to date (96%) which is 1% above the required benchmark prescribed by SDS. As the contract spans the fiscal year from April 2025 – March 2026, the College has recognised £363k to 31 March 2026; with £113k recognised in the prior fiscal year across April- June 2025. Target starts for the 2025-26 contract year were 110, with 105 starts recruited to 31 March 2026. The new contract for 2026/27 has been set at £481k with a targeted 110 starts. June 2026 management accounts have a provision of £82k for activity to 30 June 2026.

5.8 Other contracts of £552k contain £238k provision for funding in respect of the Employability Academy; £243k in respect of Foundation Apprenticeships for full year 2025/26; and £71k for December 2025 – April 2026 Sector Based Work Academies (SBWA) in construction and customer services.

5.9 Other revenue grants of £213k contain £160k income in respect of UKRI Innovate UK CLIC funding to 31 March 2026. This represents approved claims to 31 December 2025 and a provision of £64k to March 2026 and represents full and final income from the project. A further £27k has been recognised in respect of the Scottish Educational Exchange Programme which concluded in March 2026. £14k has been recognised in respect of Clyde Maritime Funding. The residual £12k of revenue grants relates to South Lanarkshire Council Renewable Energy Funding in respect of the College Minibus provision.

5.10 Other income of £226k contains £112k in respect of unallocated sales receipts on the sales ledger for which invoices are yet to be raised; £29k in respect of short-term profit-making courses, £34k in respect of the Nursery rental from August – June 2026, and bistro/Training restaurant takings and scrap sales (combined £51k).

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

6 MANAGEMENT ACCOUNTS: EXPENDITURE

6.1 Staff costs

6.1.1 Wages and salaries are £13.543M YTD, being over budget by £366k primarily due to a high level of longer-term absence levels, particularly within curriculum areas. Year to date (YTD) spend on temporary lecturing costs is however £497k of a total £322k full year budget, representing a £175k overspend year to date.

6.1.2 The £292k variance is further explained by the following core factors:

6.1.2.1 Table 1: Staff cost variance YTD

Impact	Department	Description	Total variance £
Increase	Curriculum	Sickness cover and temporary support (versus temporary lecturing budget)	£175k
	Curriculum	Exceptionally high holiday pay due to additional sickness cover	£60k
	Curriculum	Staff not in budget 25/26*	£244k
	Professional Services	Under-provision of job evaluation 2025/26 estimate in budget 25/26	£48k
Offset by:	Professional Services	YTD temporary savings in roles recruited during 25/26 (no full year actual) • Head of BID • BID Advisor • BID Administrator • Health & Safety Advisor • Sustainability Officer • Security Provision • Digital Learning Facilitator • Quality Learning & Teaching Innovation Administrator	(£161k)
TOTAL		Variance YTD	£366k

*Staff employed past expected departure date or change in contracted hours to support business need.

6.1.3 The College has experienced an unprecedented level of sickness absence across October – May 2026, with circa 2 full time equivalent (FTE) posts requiring backfill. This is supported by data provided by the People Services team, which validates that absence rates across 2025/26 are almost double the prior year at 10%, particularly within curriculum areas.

6.2 Non salary expenditure

6.2.1 Non salary expenditure/overheads of £3.515M (versus £3.411M budget) are overspent by £104k. The 2025/26 overhead budgets were established using a top-down approach, which has provided a high-level framework for financial planning, although it has limited the opportunity to phase expenditure with precision. In the absence of more granular profiling, applying a prorated (92%) allocation of the full year budget at this stage of the academic year indicates the following main observations:

6.2.2 Property expenditure is over budget by £188k (£185k over budget in May 2026) which largely reflects above average inflationary increases on many service contracts utilised by the College.

- 6.2.3 Teaching support expenditure is over budget by £70k (£56k over budget May 2026). This spend contains equipment hire, membership fees, stationery, textbooks, sign language interpretation services, computing supplies and license costs. Many of these contracts have also seen significant annual increases above 3% inflation.
- 6.2.4 Teaching department expenditure (academic supplies) is £38k under budget (£34k over budget in May 2026). The phasing of the budget on a pro-rate basis has not accurately accounted for higher spend across August – May 2026, during peak delivery of curriculum courses and an associated increase in activity and expenditure.
- 6.2.5 Some of the above overspend has been offset by lower admin and other costs. (net £116k underspend).
- 6.3 Net depreciation refers to the cost of depreciation that is met through self-funding initiatives as opposed to specific grant funding received and amortised at the same rate as the underlying asset depreciates. Following the removal of the weighted average depreciation rates across the buildings (now depreciated in line with the rates advised by independent valuers for each component part of the building), it is recognised that there will now likely be an increased net depreciation charge across the year of circa £200K (£183K year to date), which has been recognised in the financial results to 30 June 2026

7 LESSONS LEARNED FROM MAY 2026 MANAGEMENT ACCOUNTS

- 7.1 The current financial position highlights several important lessons in how the College plans, especially phases, monitors and challenges budget performance. While there are external factors influencing outcomes, as well as known resourcing issues within the Finance Team, there are also clear opportunities to strengthen internal processes and oversight.

7.2 Phasing of temporary lecturing budgets

- 7.2.1 A key issue has been the equal phasing of temporary lecturing budgets across the year, which has not reflected the reality of delivery patterns or staffing requirements. This has limited our ability to anticipate periods of higher cost and manage affordability effectively.
- 7.2.2 **Action:** For 2026/27, temporary lecturing will be profiled in line with course delivery and identified staffing gaps, ensuring spend is aligned to operational need. This will provide greater transparency, support more active management of costs, and enable clearer accountability for budget holders as well as provide earlier intervention.
- 7.2.3 Outside of core finance processes, the Senior Leadership Team have already held a session on sickness levels across the College. This has identified the need for clearer and more consistent expectations to both staff and line managers in the management of absence.
- 7.2.4 **Action:** Clear guidance and expectations will be reinforced to support more proactive and consistent absence management across the organisation and will feed into the monitoring meetings noted below.

7.3 Strengthening Forecasting and Visibility

- 7.3.1 Financial discussions, due to the known challenges within the team, have not always reflected financial forecasts in a timely way, with limited consistent focus on emerging cost pressures and income risks.
- 7.3.2 **Action:** A more structured, forward-looking approach will be embedded through regular joint review sessions (Business Innovation and Development, Curriculum, Finance, HR), focusing on in year forecasts, staffing plans and income projections. This will ensure that variances, particularly in staffing and income, are identified and addressed at an earlier stage.
- 7.4 By strengthening the phasing of temporary lecturing and embedding more robust, forward-looking forecasting, these actions will support earlier intervention, improved cost control, and a more sustainable financial position going into 2026/27.

8 CASH FLOW

- 8.1 The College makes its cashflow return to the Scottish Funding Council each month. This incorporates its required drawdown, based on the grant in aid allocation, and it also incorporates a cashflow forecast for the year. The last submission was due on 19 June 2026.
- 8.2 The Committee is asked to note the estimated cash outflow of circa £1.9M by July 2027, which largely reflects the positive impact of the recently announced 9.3% increase in SFC Core Funding grants for 26/27 (a £1.5m cash uplift).
- 8.3 The College currently has £1.4M of actual cash funds in the bank as at the end of July 2026. As a rule of thumb, it is in the College's interest to hold at least enough funding each month to pay employees the following month, which will be nearer £1.6M in cash reserves.
- 8.4 Cashflow management remains a medium-term challenge for the College and the College will flag any imminent issues with the Scottish Funding Council as required.

SOUTH LANARKSHIRE COLLEGE

Management Accounts for the year ended 31st July 2026

INCOME

Scottish Funding Council grants

SFC recurrent grant

SFC non recurrent grants - other

Release of government capital grants

FE and HE Childcare

Total

Tuition fees and education contracts

UK Higher Education students

Non EU Higher Education students

UK Further Education students

SDS contracts

Other contracts

Total

Other Income

Other revenue grants

Other income

Release of ERDF deferred capital grant

Release of Scottish Government deferred capital grant

Release of Energy Saving Partnership deferred capital grant

Release of Business Stream deferred capital grant

Release of SLC Foundation deferred capital grant

Total

Note	Period ended 30th June 2026			Year ended 31st Jul 2026		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
1	13,158	12,911	247	14,290	14,085	205
	128	124	4	135	135	0
17	683	858	(175)	936	936	0
	328	372	(44)	406	406	0
	14,298	14,266	32	15,768	15,563	205
2	887	839	48	916	916	0
	0	28	(28)	15	30	(15)
	779	911	(131)	850	994	(143)
	445	455	(10)	496	496	0
	552	536	15	585	585	0
	2,663	2,769	(106)	2,862	3,020	(158)
3	213	99	114	260	108	152
	226	109	117	294	119	175
17	88	88	0	96	96	0
17	136	127	9	139	139	0
17	0	4	(4)	5	5	(5)
17	0	0	0	0	0	0
17	0	0	0	0	0	0
	663	428	235	794	467	322

Investment Income	4	7	9	(2)	10	10	0
Total Income		17,631	17,472	161	19,433	19,060	368
EXPENDITURE							
Staff	5						
Teaching departments		8,421	7,522	(899)	9,143	8,206	(937)
Teaching services		2,469	2,808	339	2,693	3,063	370
Administration and central services		1,650	1,876	226	1,875	2,046	172
Premises		818	804	(14)	907	877	(30)
Other support services		186	168	(18)	183	183	0
FRS 102 Pension Adjustment							
Total		13,543	13,178	(366)	14,801	14,376	(425)
Total Staff Costs	0	13,543	13,178	(366)	14,801	14,376	(425)
Other Operating Expenses							
Teaching departments (non-sal expenditure)		791	829	38	862	904	42
Teaching support (non-sal expenditure)		227	157	(70)	248	171	(77)
Administration and central services (non-sal expenditure)		708	740	31	773	807	34
Premises (non-sal expenditure)		1,343	1,155	(188)	1,521	1,260	(261)
Other expenses (non-sal expenditure)		118	159	41	129	174	45
FE and HE Childcare (non-sal expenditure)		328	372	44	406	406	0
Impairment Loss		0	0	0	0	0	0
		3,515	3,411	(104)	3,938	3,721	(217)
Total Expenditure		17,058	16,589	(469)	18,740	18,097	(642)

<u>Interest and other finance costs</u>	1	1	0	0	1	1
<u>Net Depreciation</u>	1,787	1,604	(183)	1,950	1,750	(200)
<u>Actuarial gains/losses through OCI</u>	0	0	0	0	0	0
Unrealised surplus on revaluation of land and buildings	0	0	0	0	0	0
<u>Surplus / (Deficit)</u>	<u>(1,216)</u>	<u>(722)</u>	<u>(489)</u>	<u>(1,256)</u>	<u>(788)</u>	<u>(478)</u>

9 MONTHLY CASHFLOW (Last submission date of 14 August 2026)

Table 1 Cashflow projection

Monthly cashflow forecast:																												
	Current	Forecast																						Totals		Totals		
	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28	Mar-28	Apr-28	May-28	Jun-28	Jul-28	Total FY 2026-27	Total AY 2026-27	Total FY 2027-28	Total AY 2027-28
ROEL	Current	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast				
Income from foundation (revenue)																									0	0	0	0
Other income including student support and excluding EMA (revenue)	524,214	577,032	582,885	485,040	573,945	1,346,352	730,756	529,959	615,028	397,861	897,906	621,253	515,599	564,619	567,143	476,335	555,938	1,278,615	692,747	500,573	605,699	392,516	859,511	596,936	6,333,998	7,882,232	7,683,619	7,606,232
SSB funding																									0	0	0	0
Total ROEL income (excluding drawdown)	524,214	577,032	582,885	485,040	573,945	1,346,352	730,756	529,959	615,028	397,861	897,906	621,253	515,599	564,619	567,143	476,335	555,938	1,278,615	692,747	500,573	605,699	392,516	859,511	596,936	6,333,998	7,882,232	7,683,619	7,606,232
Wages and Salaries	1,220,000	1,271,333	1,271,333	1,271,333	1,271,333	1,271,333	1,271,333	1,271,333	1,271,333	1,271,333	1,271,333	1,271,333	1,271,333	1,321,333	1,321,333	1,321,333	1,321,333	1,321,333	1,321,333	1,321,333	1,321,333	1,321,333	1,321,333	1,321,333	15,148,200	15,204,667	15,606,000	15,806,000
Restructuring costs																									0	0	0	0
Other Operating Expenditure excl EMA	384,065	421,953	439,248	398,394	322,486	350,123	252,433	405,226	153,897	198,066	300,989	115,119	396,176	435,259	453,099	410,957	332,655	361,164	260,393	418,004	158,750	204,312	310,481	118,749	3,820,536	3,742,000	3,835,780	3,860,000
FRS 102 Section 20 – lease payments (principal)																									0	0	0	0
FRS 102 Section 20– lease payments (interest)																									0	0	0	0
FRS 102 Section 20– short term / low value lease																									0	0	0	0
NPD Unitary charges (paid by colleges)																									0	0	0	0
Return of funds to SFC (Clawback, SSF etc)																									0	0	0	0
																									0	0	0	0
Donation to Foundation																									0	0	0	0
High priority backlog resource																									0	0	0	0
Lifecycle maintenance resource																									0	0	0	0
Student Support expenditure (excluding EMA)	0	218,538	759,370	502,593	429,950	374,532	477,596	428,208	544,373	465,771	113,619	96,035	0	218,538	759,370	502,593	429,950	374,532	477,596	428,208	544,373	465,771	113,619	96,035	4,410,585	4,410,585	4,410,585	4,410,585
Total ROEL expenditure	1,604,065	1,911,825	2,469,951	2,172,320	2,023,769	1,995,988	2,001,362	2,104,767	1,969,603	1,935,171	1,685,942	1,482,487	1,667,509	1,975,131	2,533,802	2,234,883	2,083,938	2,057,029	2,059,322	2,167,546	2,024,456	1,991,417	1,745,433	1,536,118	23,379,321	23,357,251	23,852,364	24,076,585
Net ROEL expenditure (a)	-1,079,851	-1,334,794	-1,887,066	-1,687,280	-1,449,824	-649,637	-1,270,606	-1,574,808	-1,354,575	-1,537,311	-788,036	-861,234	-1,151,910	-1,410,512	-1,966,659	-1,758,548	-1,528,000	-778,414	-1,366,575	-1,666,972	-1,418,756	-1,598,901	-885,923	-939,182	-17,045,323	-15,475,019	-16,168,746	-16,470,353
COEL																												
Income from foundation (capital)																									0	0	0	0
Proceeds of sale of fixed assets																									0	0	0	0
Other income (capital)																									0	0	0	0
Total COEL income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Backlog maintenance capital																									0	0	0	0
Lifecycle maintenance capital																									0	0	0	0
Digital poverty																									0	0	0	0
Other capital expenditure (land, buildings, fixtures, IT)	200,000	50,000	50,000	50,000	50,000	200,000	50,000	50,000	25,000	25,000	41,000	0	300,000	50,000	50,000	50,000	50,000	200,000	50,000	50,000	25,000	25,000	41,000	0	1,298,069	791,000	891,000	891,000
Work in Progress (Assets Under Construction)																									0	0	0	0
Surrender of proceeds																									0	0	0	0
Total COEL expenditure	200,000	50,000	50,000	50,000	50,000	200,000	50,000	50,000	25,000	25,000	41,000	0	300,000	50,000	50,000	50,000	50,000	200,000	50,000	50,000	25,000	25,000	41,000	0	1,298,069	791,000	891,000	891,000
Net COEL expenditure (b)	-200,000	-50,000	-50,000	-50,000	-50,000	-200,000	-50,000	-50,000	-25,000	-25,000	-41,000	0	-300,000	-50,000	-50,000	-50,000	-50,000	-200,000	-50,000	-50,000	-25,000	-25,000	-41,000	0	-1,298,069	-791,000	-891,000	-891,000
COEL																												
Capital Loan/Lease Repayments (c)																												
EMA																												
EMA income	0	5,333	4,710	0	20,850	8,070	7,110	23,775	0	5,250	13,500	12,132	0	5,333	4,710	0	20,850	8,070	7,110	23,775	0	5,250	13,500	12,132	100,730	100,730	100,730	100,730
EMA expenditure	0	4,710	10,680	10,170	8,070	7,110	9,930	11,370	5,640	9,210	5,160	1,020	0	4,710	10,680	10,170	8,070	7,110	9,930	11,370	5,640	9,210	5,160	1,020	83,070	83,070	83,070	83,070
Net EMA (d)	0	623	-5,970	-10,170	12,780	960	-2,820	12,405	-5,640	-3,960	8,340	11,112	0	623	-5,970	-10,170	12,780	960	-2,820	12,405	-5,640	-3,960	8,340	11,112	17,660	17,660	17,660	17,660
Total Net Outflows/(Inflows) (a) + (b) + (c) + (d)	-1,279,851	-1,384,171	-1,943,036	-1,747,450	-1,487,044	-649,677	-1,333,426	-1,612,493	-1,385,215	-1,566,271	-820,696	-850,122	-1,451,910	-1,459,889	-2,022,629	-1,818,718	-1,565,220	-977,454	-1,419,395	-1,704,567	-1,449,396	-1,627,861	-918,583	-928,070	-18,325,732	-16,248,359	-17,042,086	-17,245,693
Operating Bank Balance	1,411,788	1,861,757	2,126,621	1,667,718	1,485,185	1,317,269	2,117,728	1,699,605	581,913	1,256,325	1,009,282	1,672,718	1,976,920	2,174,046	2,363,192	1,824,695	1,490,108	1,244,116	1,915,697	1,320,821	1,104,964	640,411	331,777	897,327				
Net Cash Available	131,937	477,586	183,586	-79,732	-1,839	468,693	794,302	87,202	-802,302	-309,546	188,586	822,596	525,011	714,157	340,563	5,976	-76,112	266,662	496,303	-362,747	-1,338,432	-887,451	-586,805	-20,743				
SFC Cash Drawdown Total	1,729,820	1,649,035	1,484,132	1,564,917	1,319,228	1,649,035	905,303	494,711	2,059,627	1,319,228	1,484,132	1,154,324	1,649,035	1,649,035	1,484,132	1,484,132	1,319,228	1,649,035	824,518	494,711	1,978,843	1,319,228	1,484,132	1,154,324	17,473,668	16,813,492	16,571,137	16,490,353
Closing Bank Balance	1,861,757	2,126,621	1,667,718	1,485,185	1,317,269	2,117,728	1,699,605	581,913	1,256,325	1,009,282	1,672,718	1,976,920	2,174,046	2,363,192	1,824,695	1,490,108	1,244,116	1,915,697	1,320,821	1,104,964	640,411	331,777	897,327	1,123,581				
Analysis of bank balance																												
Restricted funds	220,000	220,000	180,000	90,000	45,000	45,000	0	0	0	0	0	0	0	0	0	0	88,722	118,991	140,341	29,529	51,123	880	82,026	153,376	217,645	321,077		
Operational cash available	1,641,757	1,906,621	1,487,718	1,395,185	1,272,269	2,072,728	1,699,605	581,913	1,256,325	1,009,282	1,672,718	1,976,920	2,174,046	2,363,192	1,735,973	1,371,117	1,103,775	1,886,168	1,269,698	110,084	558,385	178,401	679,682	802,504				

10 EQUALITIES

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

11 RISK AND ASSURANCE

- 11.1 The main risks are:

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

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

- 12 Assurances continue to be given by the College that work will continue to progress monthly reporting development across 2026-27.

13 RECOMMENDATIONS

- 14 Members are recommended to:

- 15 note the contents of the report, the financial position for the period and the supporting narrative.

APPENDIX 1:

STATEMENT OF COMPREHENSIVE INCOME & EXPENDITURE, STATEMENT OF FINANCIAL POSITION AND CASHFLOW AT 30 JUNE 2026

STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE									
							Year ended	Year ended	
							31st July 2026	31st July 2025	
							30th June 2026 YTD		
				Note			£000	£000	
Income									
Scottish Funding Council grants				1			14,298	15,442	
Tuition fees and education contracts				2			2,663	2,941	
Other income				3			663	606	
Investment income				4			7	46	
Total income							17,631	19,034	
Expenditure									
Staff costs				5			13,543	15,575	
Other operating expenses				7			3,515	4,471	
Donation to charitable trust				8			-	-	
Interest and other finance costs				9			1	27	
Depreciation				10			1,787	1,938	
Impairment losses				10			-	-	
Total expenditure							18,846	22,011	
(Deficit)/surplus before taxation							(1,216)	(2,977)	
Taxation				11			-	-	
(Deficit)/surplus for the year							(1,216)	(2,977)	
Actuarial gain in respect of pension scheme		510003					-	9,340	
Pension asset cap adjustment							-	(8,983)	
Unrealised surplus/(loss) on revaluation of land and buildings							-	1,002	
Total comprehensive gain for the year							(1,216)	(1,618)	
Represented by:									
Restricted comprehensive income for the year							-	-	
Unrestricted comprehensive income for the year							(1,216)	(1,618)	
							(1,216)	(1,618)	

BALANCE SHEET						
					As at	As at
					31st July 2026	31st July 2025
					30th June 2026 YTD	
			Note		£'000	£'000
Non-current assets						
Fixed assets			10		47,466	48,866
Current assets						
Stocks			12		22	22
Trade and other receivables			13		2,058	1,027
Cash and cash equivalents			19		1,528	1,906
					3,608	2,954
Creditors: amounts falling due within one year			14		3,392	3,084
Net current assets/(liabilities)					216	(130)
Total assets less current liabilities					47,681	48,736
Less: Creditors - amounts falling due after one year			15		22,169	22,169
Less: Provisions for liabilities			16		1,574	1,413
Net assets excluding pension (asset)/liability					23,939	25,155
Net pension (asset)/liability			18			-
TOTAL NET ASSETS					23,939	25,155
Reserves						
Revaluation reserve					22,552	22,552
Income and expenditure account - unrestricted					1,388	2,603
Income and expenditure account - restricted					-	-
TOTAL RESERVES					23,939	25,155
					-	(0)

STATEMENT OF CASH FLOWS							
						Year ended	Year ended
						31st July 2026	31st July 2025
						(30th June 2026)	
						£000	£000
Net cash inflow from operating activities							
	(Deficit)/surplus for the financial year					(1,216)	(2,977)
	Adjustments for:						
	Depreciation of tangible assets					1,787	1,937
	Impairment of tangible assets					-	-
	(Increase)/Decrease in stock					-	(4)
	(Decrease)/Increase in creditors due within one year					308	(1,034)
	(Increase)/Decrease in debtors					(1,031)	(263)
	Interest payable					0	27
	Amortisation of deferred capital grants					-	(966)
	Early retirement pension payments						(31)
	Job Evaluation provision					162	177
	Investment Income					(7)	(46)
	Pension cost less contributions payable					-	349
	Cash from operations					4	(2,829)
	Income taxes paid					-	-
Net cash generated from operating activities						4	(2,829)
Cash flows from investing activities							
	Investment Income					7	46
	Purchases of tangible fixed assets					(388)	(588)
Net cash flows from investing activities						(381)	(543)
Cash flows from financing activities							
	Interest paid					(0)	(1)
	Government capital grants received					-	588
Net cash flow from financing activities						(0)	587
Net increase in cash and cash equivalents						(378)	(2,785)
Cash and cash equivalents at the beginning of the year						1,906	4,691
Cash and cash equivalents at the end of the year						1,528	1,906
						0	0

FINANCE AND RESOURCES COMMITTEE

DATE	1 September
TITLE OF REPORT	Principal and Exec Team Expenses 2025-26
REFERENCE	06.3
AUTHOR AND CONTACT DETAILS	Elaine McKechnie, Vice Principal – Finance, Resources & Sustainability Elaine.mckechnie@slc.ac.uk
PURPOSE:	To present the schedule of costs incurred in respect of Principal and Exec Team Expenses in the Financial Year.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: • note the level of expenditure.
RISK	• That funds are misused impacting on financial sustainability and ultimately the provision of high-quality education and support to its students; and. • Reputational risks to the College from the misuse of public funds, and the negative publicity this may bring.
RELEVANT STRATEGIC AIM:	• The Student Experience • People Development & Culture • Sustainability
SUMMARY OF REPORT:	• The report schedules out the Expenses incurred by each member, in Table 1, totalling 286.90. • While not mandated, the report includes training undertaken by the Executive to allow oversight by the Board of Management, ensuring appropriate fit with the Colleges strategic aims

1. INTRODUCTION

- 1.1 The purpose of this paper is to schedule out the expenses incurred by the Principal and the Exec Team for the financial year to 31 July 2026. The Exec Team at the college are the Vice Principal – Finance, Resources and Sustainability, the Vice Principal – Learning, Teaching and the Student Experience and the Vice Principal – Student Experience and Innovation.
- 1.2 As a publicly funded organisation, the College is accountable to the Scottish Government and the Scottish Funding Council. The remuneration and expenses of the Principal and executive team are included in the annual report to serve the following key purposes:
- 1.2.1 Public scrutiny: Taxpayer money helps fund the College and so it is essential that the Board of Management and public can see how senior leaders are using public funds.
 - 1.2.2 Governance standards: It aligns with best practices in corporate governance, ensuring decisions around pay are visible and justifiable.
 - 1.2.3 Strategic oversight: A review of expenditure by the Board of Management ensures that the College executive team is utilising funds to serve the strategic aims of the College.
- 1.3 The College recognises that training does not form part of incidental expenses however in the interests of transparency and in order to give the Board of Management oversight of all Executive team expenditure, it has been included in this report.
- 1.4 The College reminds the Board of Management that internal processes exist to ensure Executive team expenditure is verified by the independent Head of Finance, to ensure an impartial review of intended purchases. This annual report to the Board of Management allows for oversight and scrutiny of expenditure in relation to the fit with the College's strategic aims.

2. EXPENDITURE

- 2.1 The Principal and the Exec Team for the Financial Year have incurred a total of £286.90 of work-related expenditure.

2.2 Table 1: Expenses incurred to date.

	Period	Type of expenditure	Type of expenditure	Total expense incurred - £
Principal	1 Aug 2025 – 31 Jul 2026	UK travel	Business Travel/Fare Hotel	£186.90 £100.00
Vice Principal – Finance, Resources and Sustainability	1 Aug 2025 – 31 Jul 2026	None	None	None
Vice Principal – Student Experience and Innovation	1 Aug 2025- 31 Jul 2026	None	None	None
TOTAL				£286.90

2.3 The Executive Team claimed minimal expenses during 2025/26.

3. RISKS AND ASSURANCES

3.1 The main risks are:

- 3.1.1 Going concern; that the College Executive Team are misusing funds impacting on financial sustainability and ultimately the provision of high-quality education and support to its students; and
- 3.1.2 Reputational risks to the College from the misuse of public funds, and the negative publicity this may bring.

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. RECOMMENDATIONS

5.1 Members are asked to:

- 5.1.1 note the level of expenditure.

FINANCE AND RESOURCES COMMITTEE

DATE	1 September 2026
TITLE OF REPORT	Quarterly Procurement Update
REFERENCE	06.4
AUTHOR AND CONTACT DETAILS	Sue Hampshire, Procurement Manager Sue.Hampshire@slc.ac.uk
PURPOSE:	To update the Committee on the Procurement function
KEY RECOMMENDATIONS/ DECISIONS:	The Board is asked to: • Review and acknowledge that Procurement has been continuously improving over this period. • Acknowledge that all potential savings will continue to be monitored and reported to the Board.
RISK	• That there is a failure of Corporate Governance arrangements and / or Financial Controls where the College does not follow Scottish Government procurement guidance. • The College does not receive value for money. • The College does not have sufficient resource to undertake full procurement due diligence and process.
RELEVANT STRATEGIC AIM:	• The Student Experience • Sustainability
SUMMARY OF REPORT:	• 19 contracts in place of which 12 are via SSJ, 6 via Framework and 1 via quotation. • Community Benefits update • Lift replacement update • Carpark CCTV Drainage Survey update

1 OVERVIEW

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

2 PROCUREMENT REPORTS

- 2.1 The SLC Annual Procurement report is currently being prepared.
- 2.2 The Procurement Strategy 2026/27 is available on the college website.
- 2.3 The Operational Procurement Review process is under review by the Scottish Government.

3. SUSTAINABILITY AND CARBON REDUCTION

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

under the distinct categorises below. This relates to the sustainability strategic aims targeted at 2030, linked to the UC Sector Climate Strategy (May 2022) signed by all College Principals.

3.5 FNT2030 has been broken into distinct categories that are required to be reported on to the Scottish Government as follows:

- 3.5.1 Energy
- 3.5.2 Food
- 3.5.3 Furniture
- 3.5.4 IS
- 3.5.5 Labs and
- 3.5.6 Travel

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

4 HIGHEST SPEND WITH THE FOLLOWING 10 SUPPLIERS THIS QUARTER

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

4.1.1 *Table 1 – Top 10 supplier spend*

Supplier Name	Total Spend 2025-26
EDF ENERGY Total	£379,022.06
QUALIFICATIONS SCOTLAND Total	£240,347.50
VWS. LIMITED Total	£239,626.32
DALKIA OPERATIONS LIMITED Total	£233,760.84
COMPETENCE MATTERS LIMITED Total	£122,400.00
TOTAL GAS & POWER LTD Total	£107,522.78
COMPUTACENTER (UK) LTD Total	£84,100.23
SYMMETRY LIMITED Total	£80,472.60
COLLEGE KITS DIRECT Total	£75,096.26
BIFFA WASTE SERVCIES LTD Total	£71,288.62

5 SINGLE SOURCE JUSTIFICATIONS – SINCE LAST REPORT

5.1 The following Single Source Justifications in this period.

SSJ	Supplier	Total Spend
Advertising Space, Commonwealth Games Programme	Ignition Sports Media	£4,908
Consultancy – Executive Search/ Board Advisory and Senior Leadership Development	FWB Ltd	£20,000
Construction of Housing for LAPSAFE	C & A Interiors	£10,145
QS Services for Lift Replacement Project	Doig & Smith	£24,952
M & E Services for the Lift Replacement Project	Hawthorne Boyle	£9,500
Replacement Display Fridge (Emergency) (Starbucks)	React Catering	£5,867
High level cleaning of white framework in atrium at main entrance. All floor levels.	Plover Services Ltd	£2,652
Supplier of targeted, TV advertising.	Sky AdSmart	£7,484
Software Licencing - Skills testing assessment for students for their learning journey within SLC,	Century	£12,108.
Ground & Lower Floor solution for suitable heating / cooling system within the workshop area	Dalkia Operations Ltd	£5,109
Legal Advocate	West Water Advocates	£4,200
Supply of website software that automates web accessibility, accuracy and user experience	Silktide	£5,000

6 CONTRACT STATUS

6.1 The following contracts are due for renewal:

6.1.1 *Table 2: Contracts due for renewal*

Contract	Expiry	Anticipated Procurement Process
Onsite Assessment Services for SVQ Construction Courses	02/12/2026	Open Tender

6.2. The following contracts are next to be placed:

6.2.1 Table 3: Contracts to be placed

Contract	Type	Anticipated Procurement Process
Onsite Assessment Services for SVQ Construction Courses	Renewal	Open Tender
Car Park re-Tarmac – Phase 1	New	Quotation
Group Life Assurance	New	Open Tender/Framework
Legal Services	Renewal	Framework
Grounds Maintenance	Renewal	Open Tender

6.3 The following existing contracts due for extension:

6.3.1 Table 4: Contracts currently due to be extended

Contract	Extension period	Date to be extended
Trade (Materials) Incl Tools	12	15/12/2026

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

6.4.1 Table 5: Contracts currently in the tender process

	Service	Area	Process	Stage	Via
1	Structural Engineer - Carpark	Facilities	SSJ	Award	SH

	Resurfacing Drainage - Consultant				
2	Structural Engineer - Lift Refurbishme nt Works - Consultant	Facilities	SSJ	Award	SH
3	Internal Audit	Finance	Mini Competition via Framework	Evaluation	SH
4	Assistive Support Needs for SLC	Student Services	Open Tender	Evaluation	SH
5	Insurance Services	Finance	Direct Award via Framework	Award – Contract preparation	SH

6.5 The following contracts have been awarded since last report:

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

Service	Contracted	Awarded to:	Value	Process	Via
Lift Replacement Project – Project Manager/ Principal Designer	08/06/2026	Doig & Smith	£35,382	Call off from Framework	SH
Door Planned Preventative Maintenance	30/06/2026	Dasco	£4,320	Direct Award to 1 st Ranked Supplier via Framework	SH
Hair Kits and Barber Kits	01/07/2026	College Kits Direct	£30,000	Direct Award to 1 st Ranked Supplier via Framework	SH

Beauty and Barbers Products	01/07/2026	College Kits Direct	£30,000	Direct Award to 1 st Ranked Supplier via Framework	SH
Theatrical Make-up	28/07/2026	E A Ellison & Co Ltd	£36,000	Direct Award to 1 st Ranked Supplier via Framework	SH
Car Park CCTV Drainage Investigation	02/07/2026	Luddon Construction Limited	£8,500	Quotation	SH
Beauty Scrubs	29/07/2026	Aspire	£10,000	Direct Award to 1 st Ranked Supplier via Framework	SH

7 CONTRACT SAVINGS

7.1 There are no new savings to report this quarter.

8. LIFT REPLACEMENT PROJECT/ CAR PARK RESURFACING & PAVING UPDATE

8.1 SLC have appointed a project team which is currently drafting a feasibility study to investigate options and potential costs for lift replacements and enhancements. While the failures in operation of the lifts remains the main reason for their replacement, neither of the existing lifts are currently designated as an evacuation lift. SLC is therefore reviewing the current fire evacuation strategy to confirm whether an evacuation lift is required if forms an integral part of the building's evacuation strategy; or whether the existing strategy can rely solely on refuge spaces and evacuation chairs.

8.2 It has been noted that it would not be practicable to enclose or upgrade the existing lifts to evacuation -lift standard, due to the location adjacent to the staircase and atrium, which would prevent the necessary level of fire separation and protection from being achieved. The College is therefore exploring the possibility of a third lift that could be manufactured and installed to meet current fire standards. The temporary lift will remain a constant element of the proposals allowing the existing passenger lifts to be taken out for service while the associated shaft works and lift replacement or refurbishment works are undertaken.

8.3 The CCTV Drainage Survey has now taken place, and the findings will feed into the Carpark works specification which his currently being prepared by Blyth and Blyth.

9. COMMUNITY BENEFITS

9.1 The Community Benefits register will be updated once the Internal Audit and Assistive Support Needs contracts are awarded.

9.2 College Kits Direct are in the process of preparing a community benefits offer to the college.

10. CONTRACT NOVATION

- 10.1 There is contract novation in progress as Greig Avinou have now been taken over by Specialist Window Cleaning Limited.

11. EQUALITIES

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

12. RISK AND ASSURANCE

- 12.1 The main risks are that:

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

- 12.1.2 The College does not receive value for money; and

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

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

13. RECOMMENDATIONS

- 13.1 The Committee is asked to:

- 13.1.1 Review and acknowledge that Procurement has been continuously improving over this period.

- 13.1.2 Acknowledge that all potential savings will continue to be monitored and reported to the Board.

FINANCE AND RESOURCES COMMITTEE

DATE:	1 September 2026
TITLE OF REPORT:	Facilities Update (Reporting Period: Apr - Jun 2026)
REFERENCE	06.5
AUTHOR AND CONTACT DETAILS	Craig Ferguson, Omatsola Oke and James Jamieson Craig.Ferguson@slc.ac.uk Head of Facilities Omatsola.oke@slc.ac.uk Sustainability Officer James.Jamieson@slc.ac.uk Depute Head of Curriculum
PURPOSE:	To provide the Finance and Resources Committee with a summary of in-year performance to date.
KEY RECOMMENDATIONS/ DECISIONS:	The Board Committee is invited to note the following operational updates: • Facilities Activity: Summary of works completed during the reporting period, as well as essential summer maintenance carried out outwith the standard schedule. • Lift Replacement Project: Ongoing planning, procurement, and progress updates. • Contract Management: Results of the latest contract monitoring and performance review. • Sustainability Performance: Recent energy, water, gas, and waste data, highlighting a significant reduction in waste output.
RISK	• That essential estates work is not carried out on a timely basis impacting on the learner experience. • That there is a failure to adhere to statutory and legislative health & safety requirements. • That the College does not meet the College sector's decarbonisation target by 2040. • That there will be accessibility issues if the sole lift goes out of service while works are ongoing to replace both passenger lifts.
RELEVANT STRATEGIC AIMS:	• The Student Experience • Sustainability • Growth & Innovation

SUMMARY OF REPORT:	• Operational Updates • Capital Works & Asset Management: Early-stage planning is underway for several large-scale capital projects, alongside ongoing horizon scanning to identify and prepare for longer-term end-of-life asset replacements. • Lift Replacement Project: Project delivery is officially underway following the appointment of Doig & Smith as Project Managers. A full project timeline will be issued to the Committee in due course. • Contractor Performance & Governance: An updated Red-Amber-Green (RAG) review of the College's service providers is included to monitor strict compliance with contractual obligations rather than routine operational activities. • Baseline 2026 Strategy: The Baseline 2026 Report has been successfully completed, enabling progression to the next phase of implementation. • Energy Management & Sustainability: Dashboard charts illustrating electricity, solar PV generation, gas, water, and waste trends provide clear visual tracking of campus utility usage. A primary strategic challenge remains identifying further opportunities to offset consumption against rising energy tariffs. The College's Climate Change Action Team continues to support these efficiency initiatives.
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1. INTRODUCTION

- 1.1 This paper provides Committee members with an update on facilities performance for the reporting period (April 2026 to June 2026). For completeness, it also highlights key operational developments that have occurred post-period.

2. FACILITIES WORKS

- 2.1 The following outlines the work that has been taking place in this period and beyond.
- 2.1.1 **Workshop Wing Heating and Cooling Status Update:** A purchase order was previously raised with the maintenance contractor to survey the workshop wing and resolve long-standing heating and cooling challenges, as noted in the previous reporting period. Initial investigations proved significantly more complex than anticipated, necessitating a comprehensive full survey to diagnose the underlying issues accurately.
- 2.1.2 **Capital Implications:** Regardless of the final remediation strategy identified by the survey, capital expenditure (CAPEX) will be required to execute the necessary works.
- 2.1.3 **Planned Preventative Maintenance (PPM)**
- 2.1.4 **Schedule Development:** Development of the comprehensive PPM schedule is progressing, expanding coverage to encompass all critical campus plant and equipment.
- 2.1.5 **Operational Impact:** Transitioning to this proactive maintenance model is expected to reduce the frequency and cost of reactive, unscheduled repairs over time.
- 2.2 **Summer 2026 Estate Works:** The summer estate maintenance program commenced in late June to complete essential, low-disruption works ahead of the new academic year:
- 2.2.1 **Space & Classroom Optimization:** Reorganised staff offices to support team relocation; converted a room into a combined teaching space and adjoining office; expanded a accessible toilet to improve accessibility; and installed external storage containers for student models to free up primary teaching space.
- 2.2.2 **Capital & Carbon Reduction Projects:** Replaced a gas-supplied fryer with an electric unit as part of a phased college-wide decarbonisation plan.
- 2.2.3 **Refurbishment & Deep Cleaning:** Undertook targeted repainting, selective furniture replacement, comprehensive deep cleaning of kitchen areas and extraction ducting, and a full cross-college deep clean prior to staff return.
- 2.2.4 **Statutory Compliance & Plant Maintenance:** Completed Planned Preventative Maintenance (PPM) on woodworking machinery; routine lift servicing alongside insurance inspections; LOLER safety testing for all lifting equipment; and statutory pressure vessel/boiler testing.
- 2.2.5 **Grounds & Exterior Infrastructure:** Executed localised paving repairs and pot hole remediation. Line painting was intentionally deferred to align with plans for a full car park resurfacing in a future capital works phase.

3. SFC INFRASTRUCTURE INVESTMENT PLAN & BASELINE REPORTING

- 3.1 **Baseline 2026 Submission:** The Head of Facilities has completed work on the Scottish Funding Council (SFC) College Infrastructure Investment Plan Baseline Reporting 2026, successfully finalising and submitting the required data in line with the national deadline.

- 3.2 **Clarification & Review:** Following submission, a clarification questionnaire was completed, and a follow-up review meeting was held with the SFC team.
- 3.3 **Next Steps:** The SFC will collate and progress the dataset across all Scottish colleges, with the combined infrastructure details moving forward to the next stage of national sector planning in December.

4. LIFT REPLACEMENT PROJECT

- 4.1 **Governance & Project Management:** The College continues to progress the strategic replacement of the two atrium lifts under the management of Doig & Smith. Bi-weekly project meetings are taking place alongside specialist engineers, architects, and key design consultants.
- 4.2 **Operational Continuity:** To maintain full campus accessibility during the main installation phase, a temporary atrium lift will be installed. This includes necessary structural balcony adaptations, which will be fully operational before the single remaining main lift is taken out of service. During the replacement of the two lifts, lift entrances will be enclosed by hoarding, with little or no impact on circulation space at the upper-floor landings. Some additional space may be required at ground floor level to facilitate the movement and loading of materials associated with the works.
- 4.3 **Operational Enhancements:** The College has intimated that it would consider a third permanent lift to accommodate increased footfall in the College over the past 18 years. The project team has therefore asked that a full risk assessment is undertaken by the College to establish whether there is a need for a third lift, not simply a desire for one. Work is ongoing to assess the situation, but it has been noted that it could be costly to install owing to requirements to make surrounding walls and infrastructure fire compliant. While work is ongoing, the option of a third lift remains in view but is dependent on the conclusion of the risk assessment.
- 4.4 **Project Timeline:** Doig & Smith are finalising a Feasibility Study which will set out pros and cons of different options. This will be formally communicated to the College towards the end of August 2026. This will give the College the opportunity to review different options and conclude on the most appropriate course of action. A detailed project plan will then follow with associated delivery milestones.

5. CONTRACT MONITORING

- 5.1 As reported previously, high level / large volume maintenance and repairs continue to be contracted out to specialist businesses and are obtained via tendering process in collaboration with the College's APUC procurement professional. These items and contractors are shown in the table below alongside their RAG ratings which is updated quarterly.
- 5.2 Each contract review starts with a list of key objectives and identifies opportunities to improve, both in terms of the current contract itself, and in feeding into future contract negotiations, and key achievements. The review uses a scorecard format and will identify key improvement actions, with timescales and responsibilities stated. Any issues and risks identified will be raised with the supplier and a system of measuring and monitoring KPIs will be introduced. Examples of this would be:
- Shortages reported;
 - Deliveries missed or late;
 - Quality of service or goods;

- Invoice accuracy; and
- General customer satisfaction as reported by the end user.

5.3 Table 1: Service Providers Review

RAG Rating		Expense - Supplier	Progress to Green: Key Actions
Last Quarter	This Quarter		
		Gas - Supply – Total Gas	N/A
		Gas - College Infrastructure – Dalkia	The College has experienced some operational failures within its boiler room and is continuing to address issues with Dalkia through reporting of concerns in writing and in regular dialogue. A contract review meeting is scheduled for 1 September 2026 during which Dalkia will be asked for formal response to previous concerns raised. The repair to the Boiler has subsequently been completed.
		Electricity – Supply – EDF	Monitor cost increases. The College has not been impacted by rising costs because of locked in tariffs. This will be the case for at least the next year.
		Electricity – Feed in Tariff – Scottish Power	No concerns. FIT repayment verifications have recently been updated
		Electricity – College Infrastructure –	Single supplier Electrical contractor in place and operational - Excellent service.
		Elevators - Kone, maintaining all five elevators	Excellent response times and experienced engineers. This obviously excludes the lift shaft issue. Meeting contractual obligations
		Mechanical & Ventilation – Dalkia	Dalkia is performing well in respect of mechanical and ventilation services. Meeting contractual obligations
		Kitchen equipment, including refrigeration units – Switched from NWCE to React Catering	Interim contractor in place. This was the original subcontractor – React. Prompt high standard service provided. NWCE subcontracted to React who was our previous supplier. NWCE did not meet their contractual obligations.
		Water – Supply – Business Stream	Meeting contractual obligations
		Water – College Infrastructure – Dalkia	Dalkia is performing well in respect of water services. Meeting contractual obligations
		CCTV and associated systems - VWS	New contractor has now been carrying out works and proving to be of good standard. The Head of Facilities monitors and liaises with account manager to ensure service level continues. Meeting contractual obligations
		Security Systems – VWS	New contractor has now been carrying out works and proving to be of good standard. Regular interaction has demonstrated the

			contractor to be performing well. The Head of Facilities continues to monitor. Meeting contractual obligations.
		Fire Systems – VWS	New contractor has now been carrying out works and proving to be of good standard in general. Meeting contractual obligations
		Pest Control – Environmental Services Pest Control Ltd	Good service provision and very reactive. Meeting contractual obligations
		Construction Machinery Maintenance – Inhouse and 'The Saw Centre'	Providing a good service - Meeting contractual obligations
		Waste & Recycling – Biffa	No concerns. Regular contract meetings are in place with the account manager and Head of Facilities. Meeting contractual obligations
		Ground's maintenance – IPSUM	This contractor is monitored by the Head of Facilities. Meeting contractual obligations with some resolution of low impact issues in progress with Head of Facilities.
		Campus Security – Protek Ltd	The College recently went out to tender and employed the services of a physical security contractor. This provision is for 2 security guard. This is working well and we have only had good feedback across the college. The Head of Facilities liaises with the security guards on a weekly basis. Meeting contractual obligations

6. SUSTAINABILITY

6.1 Table 2 Solar Panel Production

Reporting Period	Construction Wing	Annex	Low Carbon House	Total Kwh
Apr-Jun 2023	72,876	2,206 (F)	599	75,681
Jul-Sept 2023	65,793	2537	476	68,806
Oct-Dec 2023	13132	671	140	13,943
Jan-Mar 2024	17133	971	76	18,280
Apr-Jun 2024	63,661	3,996	504	68,161
Jul-Sept 2024	8,582	3,616	89	62,687
Oct-Dec 2024	12,994	627	134	3,755
Jan-Mar 2025	20,794	1310	233	2,337
Apr-Jun 2025	77625	5227	688	83,540
Jul-Sept 2025	59581	3861	507	63,949
Oct-Dec 2025	11298	676	131	12,105
Jan-Mar 2026	15789	981	187	16,957
Apr-Jun 2026	56241	4630	604	61,475

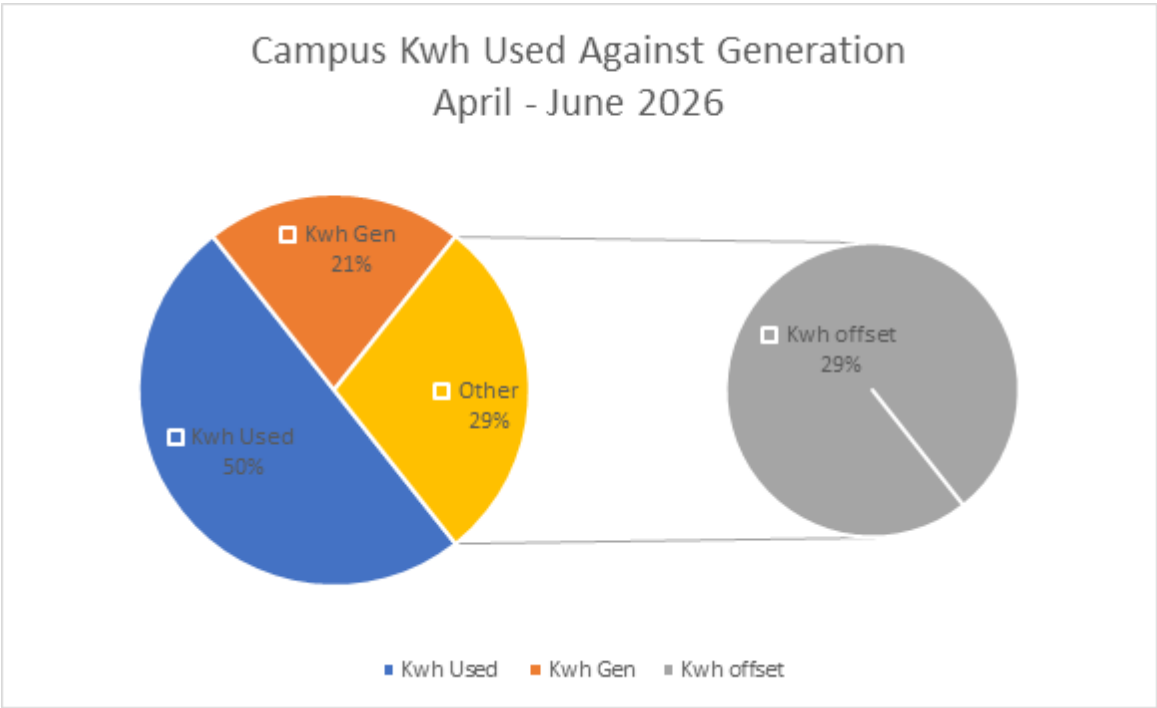
Note: Quarter year comparison is low due to a fault (F) with one of our arrays. This has been fixed; however, the output will not have reached its full potential. In Addition, the solar PV inverter in the Annexe had to be replaced June 2023.

6.2 The Solar Photovoltaics (PV) panel figures peaked in this Quarter for the year

6.3 The College has generated 1,051,100 Kwh to date. The average 2-3 Bedroom Household uses approximately 2,900 Kwh per annum. The College has generated enough electricity to supply 362.45 properties for 1 year.

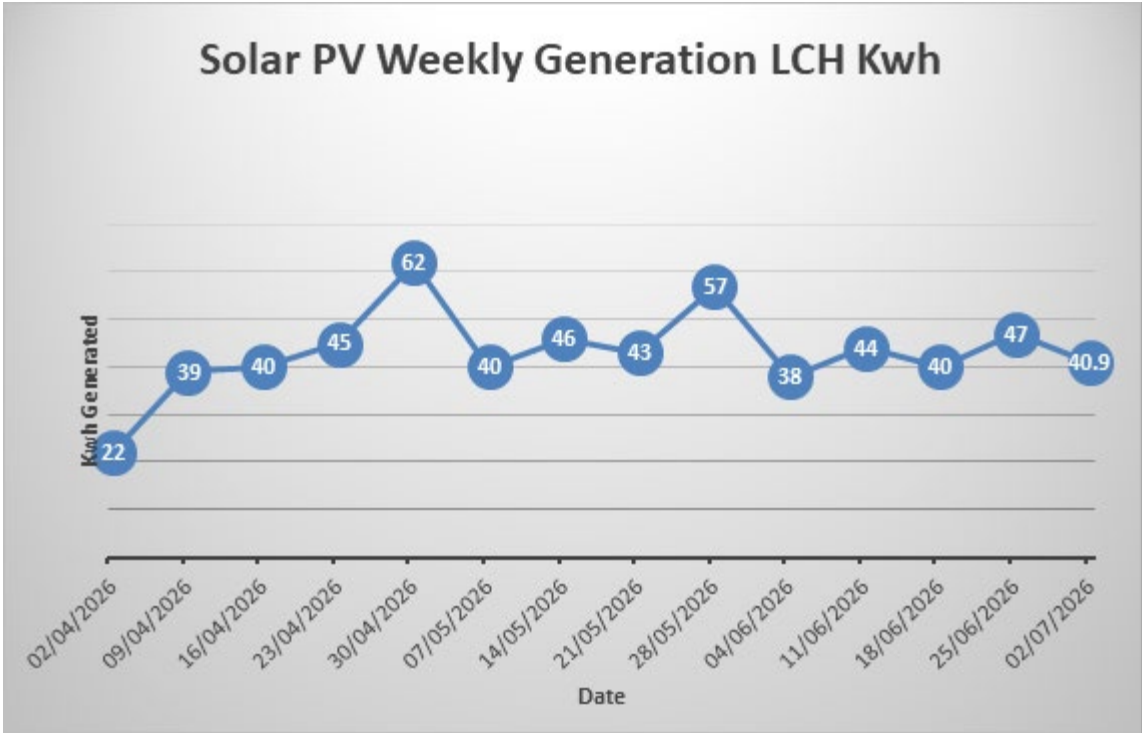
6.4 The graphs below highlight the College's generated electricity from all PV sources against all energy used.

6.5 Chart 1 Electricity Generated by the College Against Usage

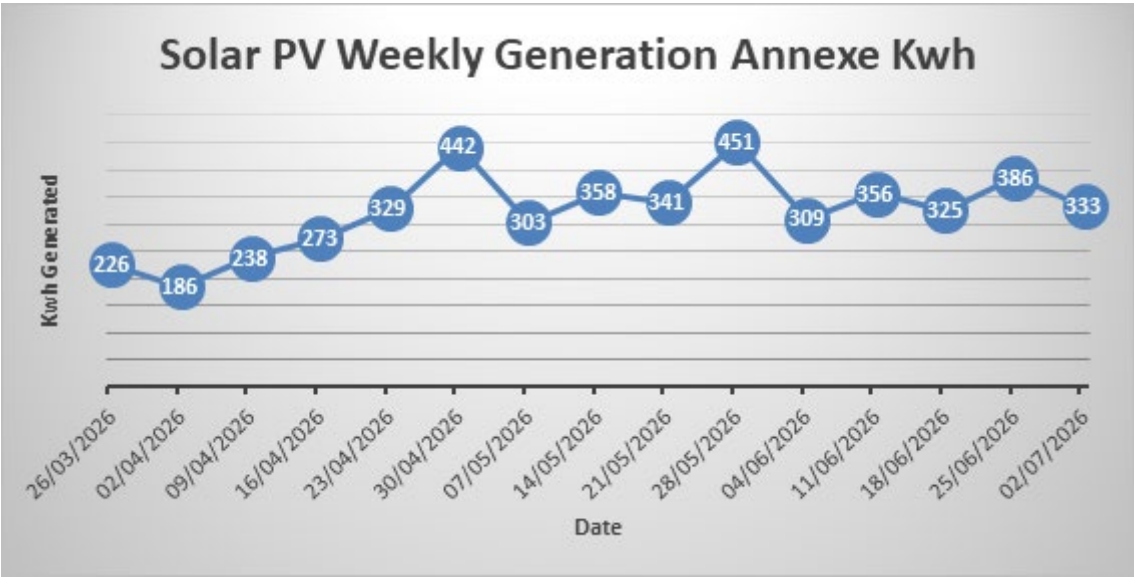


6.6 The energy generated for this quarter peaked, allowing for offset of some energy to the grid. Efforts still ongoing to reduce energy usage within the College.

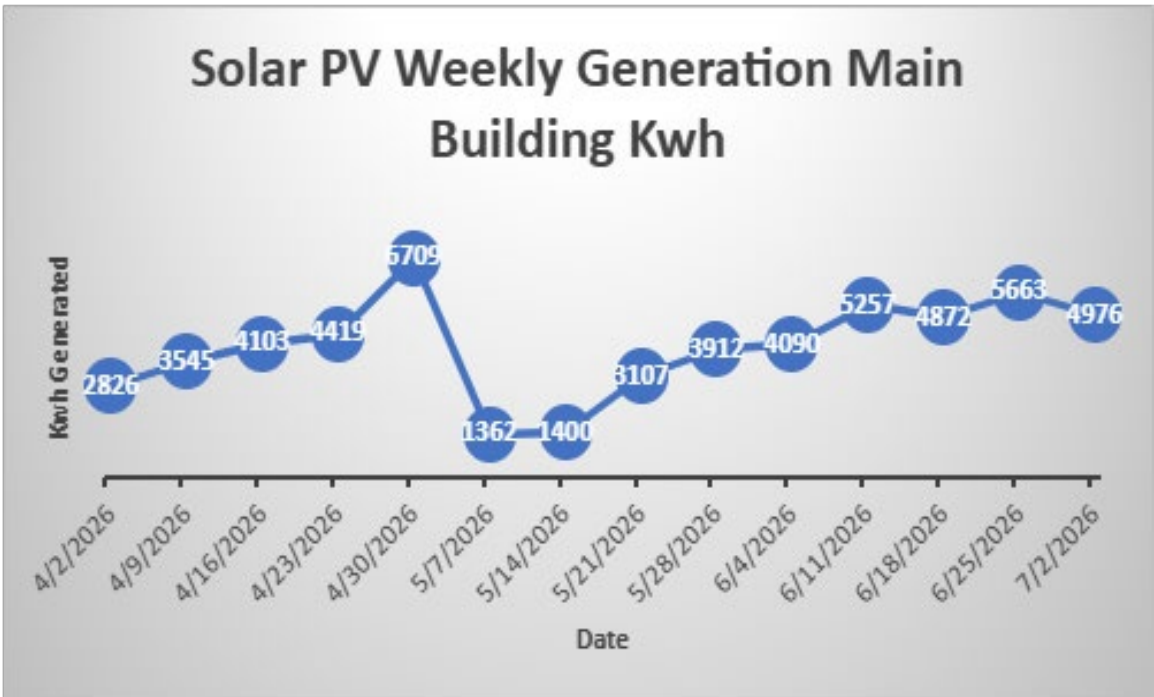
6.7 Chart 2: Solar PV for the Low Carbon House



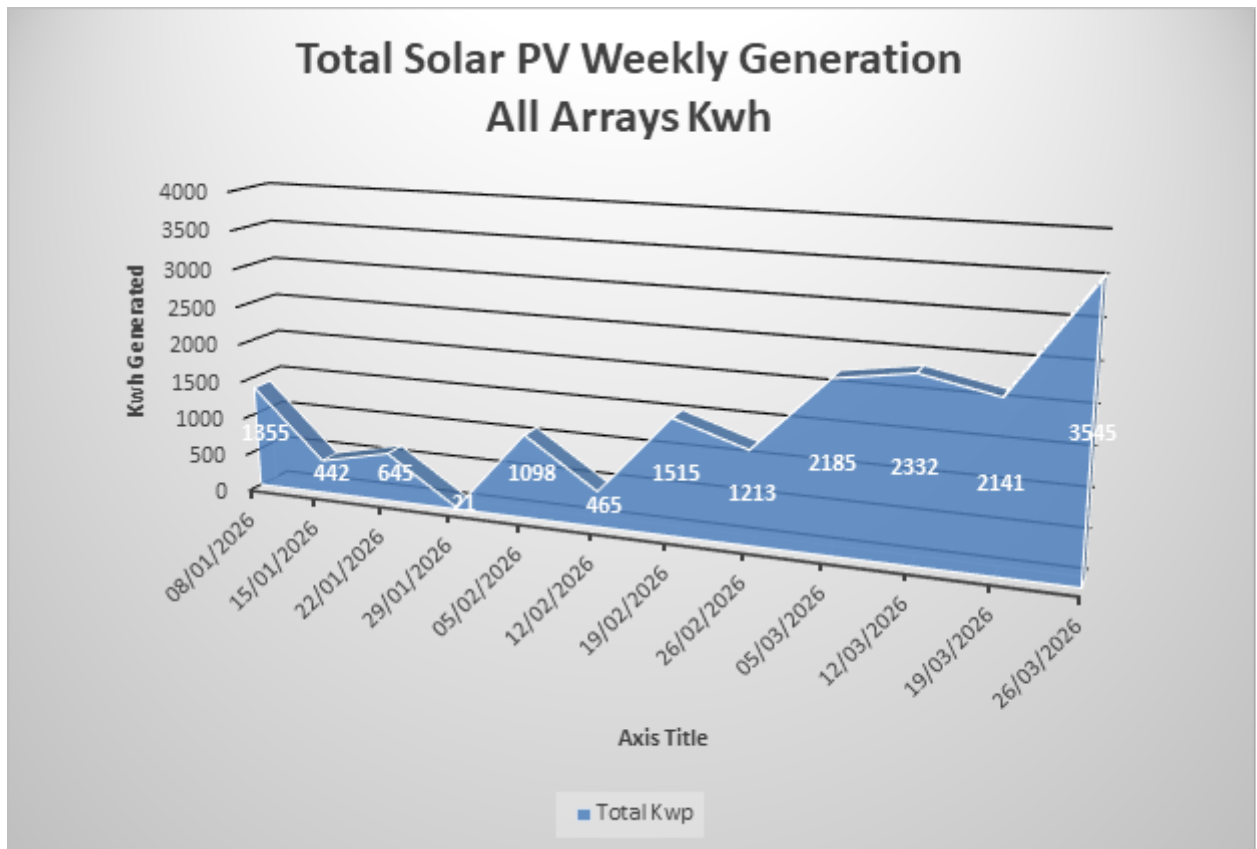
6.8 *Chart 3: Solar PV for the Annex*



6.9 *Chart 4: Solar PV Figures Main Building*



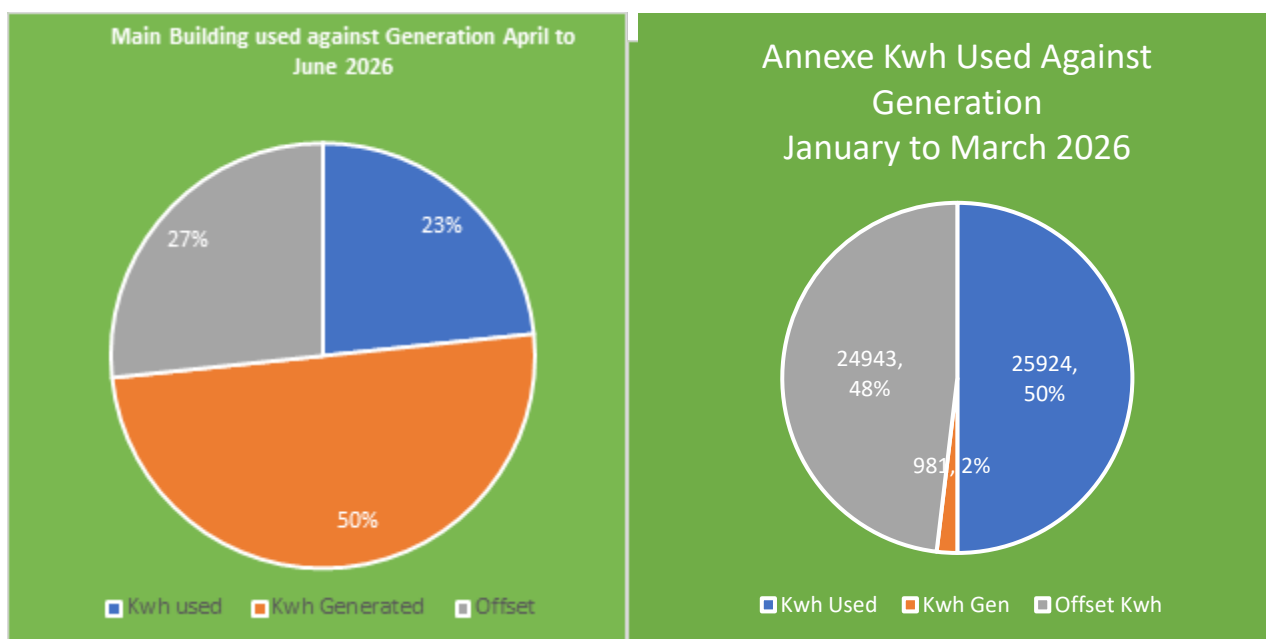
6.10 Chart 5: Total Solar PV Figures Combined



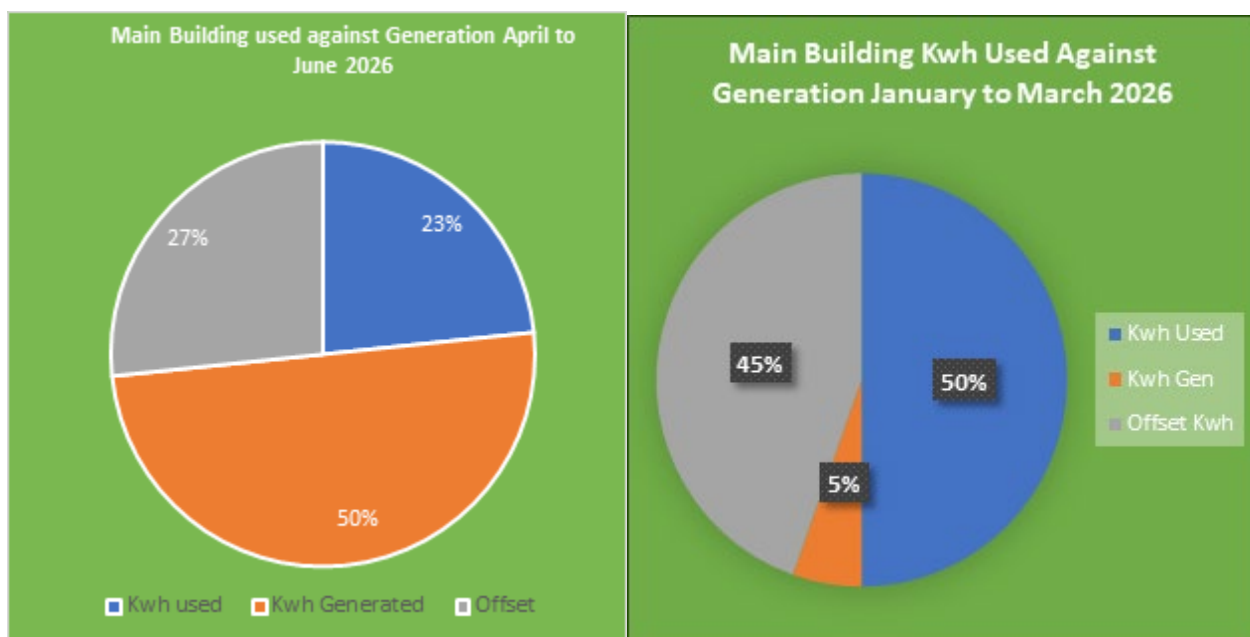
6.11 Charts 6 and 7 show a comparison of energy used versus generated for the annex and the main building. Energy Generated for and Energy use remained the same for both Quarters. With anticipated reduction in usage, and production remaining the same, the Offset figures will increase.

6.12 As can be seen from the charts below, energy use for the Main Building and annex remained the same from previous Quarter;

6.13 Chart 6: Annexe Kwh Used Against Generation



6.14 Chart 7: Main Building Kwh Used Against Generation

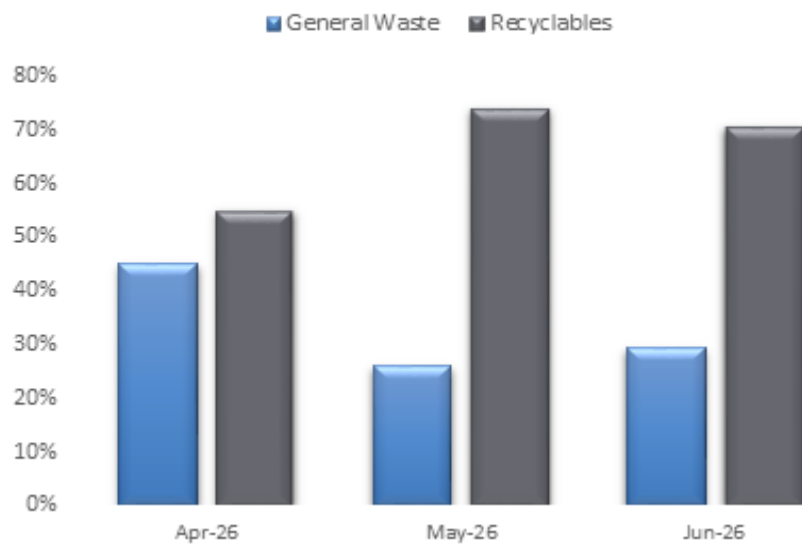


7. WASTE

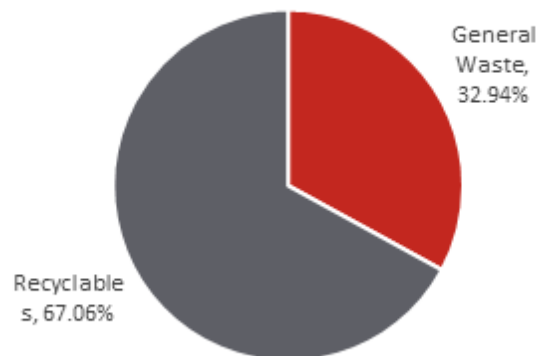
7.1 The graphs show in detail a breakdown of the waste categories from the College supplier Biffa.

7.2 Chart 8: General V Recycling

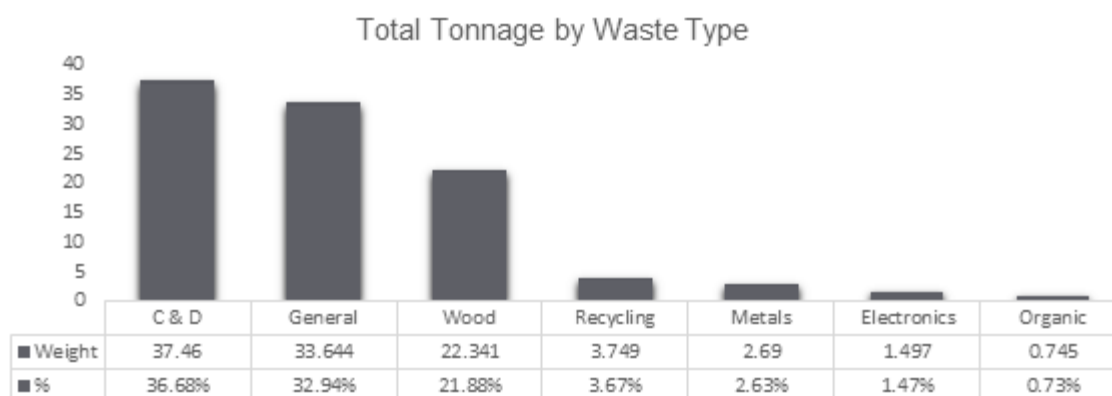
General vs Recycling % By Month



General vs Recycling %

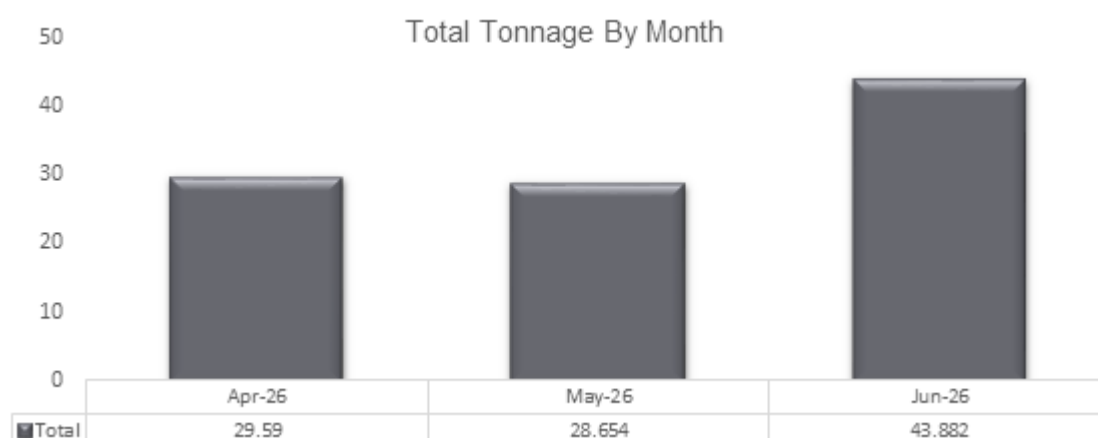


7.3 Chart 9: Total Tonnage by Waste Type



7.4 There was a further drop in the General waste Category and increase in Recyclables when compared to the previous Quarter. The College is in Collaboration with Organizations to refurbish our old furniture.

7.5 Chart 10 Waste: Monthly Tonnage April – June 2026



8. ENERGY CONSUMPTION: ALL BUILDINGS

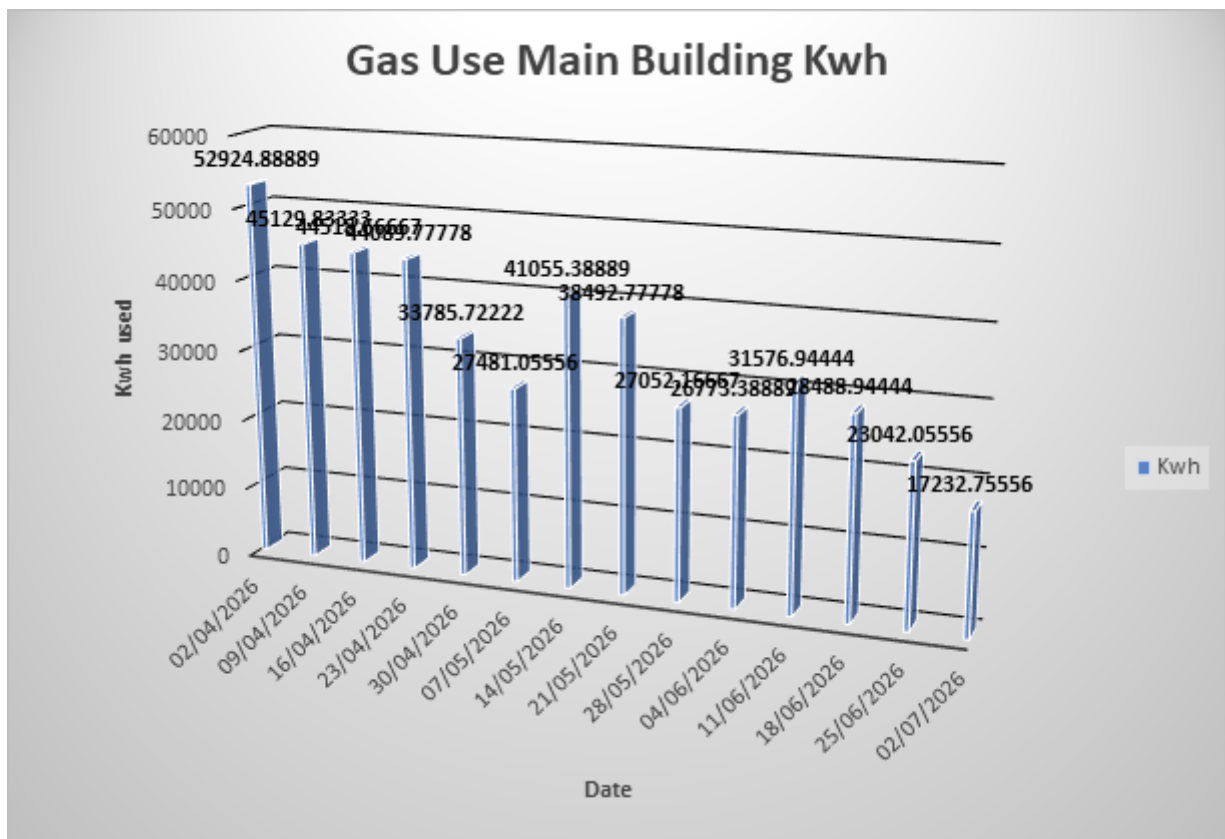
8.1 Table 3 below provides an overview of energy consumption across the estate over the last 3-year period, across all the utilities: gas, electricity and water. The change in the utilisation of the building will obviously affect the comparisons, but the table is designed to compare the movement in the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

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

8.3 Table 3 Energy Consumption

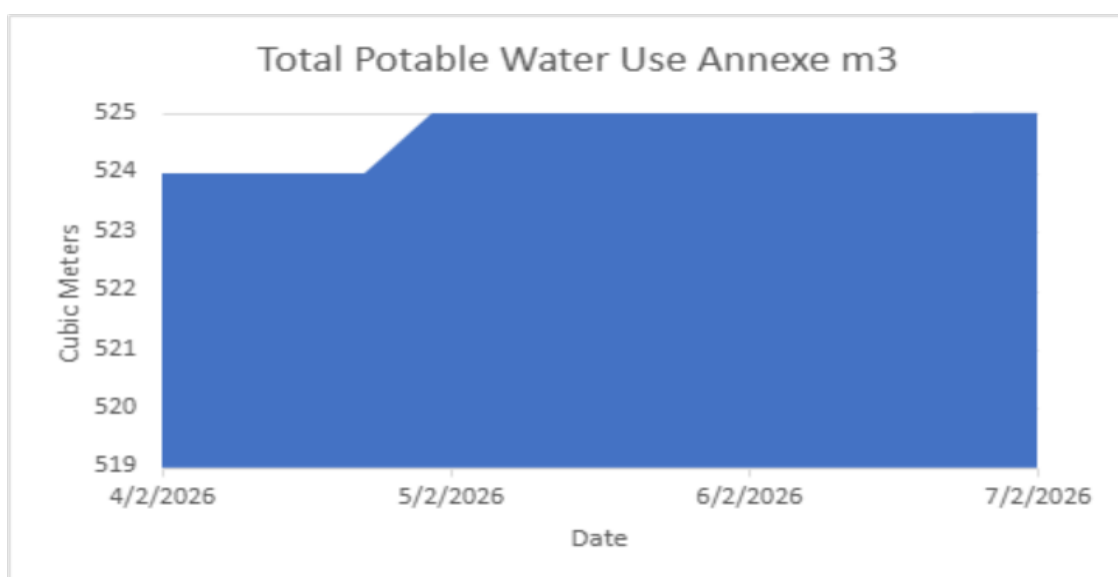
Date	Usage in k/Wh	Movement over prior gear quarter	Rolling Year	Movement over prior rolling gear
Gas - kWh				
Jan-Mar 2022	551,090	-1%	1,336,568	0%
Apr - June 2022	313,839	-5%	1,320,059	-13%
Jul - Sep 2022	200,677	-2%	1,315,551	-12%
Oct-Dec 2022	337,867	35%	1,403,473	5%
Jan - Mar 2023	634,676	15%	1,487,059	11%
Apr - June 2023	563,061	79%	1,736,281	32%
Jul - Sep 2023	463,028	131%	1,998,632	52%
Oct-Dec 2023	475,412	41%	2,136,177	52%
Jan - Mar 2024	612,293	-4%	2,113,794	42%
Apr - June 2024	327,719	-42%	1,878,452	8%
Jul - Sep 2024	352,300	-24%	1,767,724	-12%
Oct-Dec 2024	574,829	21%	1,867,141	-13%
Jan - Mar 2025	715,515	17%	1,970,363	-7%
Apr - June 2025	517,615	58%	2,160,259	15%
Jul - Sep 2025	339,361	-4%	2,147,320	21%
Oct-Dec 2025	397,368	-31%	1,969,859	6%
Jan - Mar 2026	759,723	6%	2,014,067	2%
April- June	481,644	-7%	1,978,096	-8%
Electricity - kWh				
Jan-Mar 2022	193,702	-75%	972,242	-45%
Apr - June 2022	135,743	-63%	739,832	-61%
Jul - Sep 2022	135,201	-52%	591,952	-69%
Oct-Dec 2022	174,960	37%	639,606	-59%
Jan - Mar 2023	189,142	-2%	635,046	-35%
Apr - June 2023	209,549	54%	708,852	-4%
Jul - Sep 2023	137,941	2%	711,592	20%
Oct-Dec 2023	156,521	-11%	693,153	8%
Jan - Mar 2024	191,510	1%	695,521	10%
Apr - June 2024	104,669	-50%	590,641	-17%
Jul - Sep 2024	101,636	-26%	554,336	-22%
Oct-Dec 2024	160,652	3%	558,467	-19%
Jan - Mar 2025	154,890	-19%	521,847	-25%
Apr - June 2025	100,317	-4%	517,495	-12%
Jul - Sep 2025	98,713	-3%	514,572	-7%
Oct-Dec 2025	112,609	-30%	466,529	-16%
Jan - Mar 2026	145,179	-6%	456,818	-12%
April- June	56,241	-44%	412,742	-20%
Water Consumption - M³				
	Usage in m3	Movement over prior gear quarter	Rolling Year	Movement over prior rolling gear
Jan-Mar 2022	2193	96.6	4,133	105%
Apr - June 2022	2,507	92.0	6,566	314%
Jul - Sep 2022	1,650	-0.9	8,015	274%
Oct-Dec 2022	2,178	-0.7	8,528	106%
Jan - Mar 2023	2479	-1.1	8,814	34%
Apr - June 2023	2,045	19.3	8,352	4%
Jul - Sep 2023	1,218	-78.8	7,920	-7%
Oct-Dec 2023	2,082	-19.1	7,824	-11%
Jan - Mar 2024	2,167	5.6	7,512	-10%
Apr - June 2024	1,551	21.5	7,018	-11%
Jul - Sep 2024	1,491	-39.6	7,291	-7%
Oct-Dec 2024	2,032	-6.6	7,241	-4%
Jan - Mar 2025	2,136	27.4	7,210	3%
Apr - June 2025	1,720	13.3	7,379	1%
Jul - Sep 2025	1,340	-51.6	7,228	0%
Oct-Dec 2025	1,188	-79.8	6,384	-11%
Jan - Mar 2026	2,272	24.3	6,520	-12%
April- June	1546	13.3	6,346	-12%

8.4 Chart 11: Gas Use Main Building



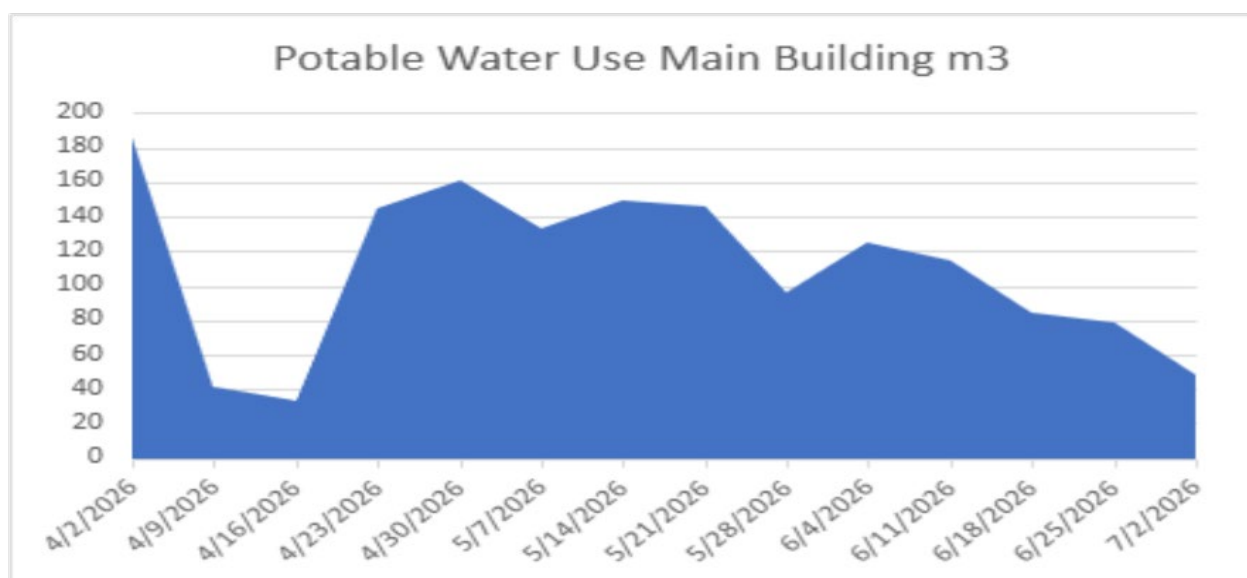
8.5 Gas use within the College has been a continuous challenge. The College continues to consider Low Carbon Domestic Hot water and Space Heating Projects should funding become available to support these large-scale projects.

8.6 Chart 12: Potable Water use Annexe



8.7 There was an increase in water usage at the annex arising from increased use of the annex and decreased rain fall. 3,000 Litres of water was used this Quarter at the annex.

8.8 Chart 13: Potable Water use Main Building



8.9 The College is looking forward to commencing work on conversion of its wet urinal system in some toilets in the Main Building to waterless urinals. .

9. RISK

- 8.1 That essential estates work is not carried out on a timely basis impacting on the learner experience.
- 8.2 That there is a failure to adhere to statutory and legislative health & safety requirements.
- 8.3 That the College does not meet the college sector's decarbonisation target by 2040.
- 8.4 That there will be accessibility issues should if the sole lift goes out of service while works are ongoing to replace both passenger lifts. lift 2 fails.

9 EQUALITIES

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

10 RECOMMENDATIONS

- 10.1 Members are invited to note the following operational updates:
 - 10.1.1 Facilities Activity: Summary of works completed during the reporting period, as well as essential summer maintenance carried out out with the standard schedule;
 - 10.1.2 Lift Replacement Project: Ongoing planning, procurement, and progress updates;
 - 10.1.3 Contract Management: Results of the latest contract monitoring and performance review: and
 - 10.1.4 Sustainability Performance: Recent energy, water, gas, and waste data, highlighting a significant reduction in waste output.

FINANCE AND RESOURCE COMMITTEE

DATE	1 September 2026
TITLE OF REPORT	Quarterly Update – Climate Change Emergency Action Plan (CCEAP) Update
REFERENCE	06.6
AUTHOR AND CONTACT DETAILS	Omatsola Oke, Sustainability Officer Omatsola.Oke@slc.ac.uk James Jamieson, Depute Head of Curriculum James.Jamieson@slc.ac.uk
PURPOSE:	To provide members with an update on progress made with regards the 2025-2026 Climate Change Emergency Action Plan (CCEAP) and other sustainability initiatives from the last quarter
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to note: - the sustainability initiatives undertaken from the last quarter; and the - note the progress of 2025-2026 CCEAP actions.
RISK	- that climate change actions within the College do not progress; - that climate change activities and behaviours are not embraced by the college community; - that there is a failure to comply with planned strategies; - that the College may not be able to support projects if additional funding cannot be sourced or available; - that there is a failure to comply with climate change regulations could lead to fines, legal action and operational restrictions; and - that there is a failure to meet climate change targets could result in reputational damage.
RELEVANT STRATEGIC AIM:	- The Student Experience - People and culture development - Growth and innovation - Sustainability
SUMMARY OF REPORT:	- The College secured funding for a water efficiency project. - The College obtained membership into organisations that will enhance partnership and growth

	• Data for business travel and a baseline has been set by the College. • The College is in the process of participating in the Net Zero Public Sector Building Standard. • Work on the Zero waste to landfill approach has been completed and been reviewed by Senior Leadership team. • The College is in the process of applying for funding through the Scotland's Public Sector Clean Heat Development Fund. • The College has created its Climate Adaptation Risk Assessment.
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1. INTRODUCTION

- 1.1. This paper presents an overview of the efforts made toward achieving the 2027-2028 target of leading status for all elements of the CCEAP. The paper also highlights other measures currently being taken towards attaining an environmentally sustainable College.

2 UPDATE ON CCEAP PROGRESS

- 2.1 Within the 2025-2026 CCEAP review and update, various efforts have been made towards progressing the elements that are currently at the established stage, while maintaining the established stage for matrices that have been achieved already.

2.2 Leadership and Governance

The College held its Climate Change Action Team meeting on 25 June 2026 with attendance from various departments within the College.

2.3 Estates and Operations

The College secured funding of £8,500 by applying for the Water Efficiency Fund from Business Streams in May 2026. The College intends using this fund for conversion of some wet urinals to waterless urinals within the College's main building. The aim of this is to reduce water usage within the main building.

The College has also created its Climate Adaptation Risk assessment. This has been sent to the senior leadership team for assent. The purpose of this Climate Adaptation Risk Assessment is to form a basis for the plans and actions towards ensuring continued resilience of the College.

To better prepare the College for future heat decarbonisation funding, the College is considering applying for funding via the Scotland's Public Sector Clean Heat Development Fund. The aim of the fund is to create a pipeline of investment-ready heat decarbonisation and energy efficiency projects. If successful, the fund will be utilised for Heat decarbonisation feasibility studies. This is being considered internally and would need internal approvals before being taken forward.

2.4 Partnership and Engagement

The College in the month of April became a member of the Public Sector Climate Adaptation Network (PSCAN). This body is being facilitated by Adaptation Scotland and provides a platform for public bodies to share knowledge and collaborate on issues related to Climate Adaptation.

The College has also interacted with Scottish Futures Trust Limited this year, following an introduction made to the College at a showcase event of the newly built Fife Campus in April 2026. The College is exploring the possibility of the College being able to take a systematic approach towards the main building achieving net zero, by participating in the Net Zero Public Sector Building Standards. Representatives from the College have been invited to the University and Colleges peer Group Meeting, being hosted by the Scottish Future Trust in Edinburgh on the 8 September 2026. The College will also be represented on the same day at the *Meet the Standard* event, with the theme "*The Standard in Practice - What Good Looks Like*". More details on the Net Zero Public Sector Building Standards can be found in section 3.

2.5 Data Collection

The College has collated business travel data for the academic period of 2024 to 2025. This amounted to 15,886 Miles. The emissions from this travel when converted, amounts to 2.55376 tCO₂e, using the 2026 Greenhouse gas conversion factor. This period has been chosen as the College baseline. The next step will be setting of agreed targets, and measures to reduce these figures through policy change to Business travels.

2.6 Teaching and Learning

The College has gained membership of the Energy Efficiency Association. The next step being taken involves including our courses into the Energy Efficiency Association Online Library, which will increase the profile of South Lanarkshire College and its curriculum specialisms.

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

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

3 NET ZERO PUBLIC SECTOR BUILDINGS STANDARD

3.1 The Stages in the Net Zero Public Sector Building Standard are as follows:

1. Application Stage
2. Concept Design Stage
3. Detailed Design Stage
4. Delivery Stage
5. Verify Performance Stage
6. Continuous Improvement Stage

3.2 All these stages which in a simpler form map into a “Plan, Do, Check and Act” cycle, and must reflect/factor in the standard’s target at each application stage. This may become pertinent as the College embarks on structural change to reimagine Campus spaces, following the ongoing work undertaken by Graven Consulting Limited to support a Campus redesign.

3.2.1 Table 2 Summary of how the standard applies to the College Main Building

Main Building	Standard Target
Continuous use of College Building	Prioritize reuse of existing structures
All refurbishments, replacements and installations are to meet standards target	Target of 600 kgCO ₂ e/m ²
The College main Building to achieve this target. This excludes energy used in the College’s canteen and teaching purpose	Keep Building operational energy at 100kWh/m ² /year
Target Main building to achieve zero emission from heating, cooling and hot water. All interventions to the building must be structured to meet the 2045 Net zero target	0 kgCO ₂ e/year Meet the Scottish Government and local area target for use of boilers and other non-zero heat emitters.
All interventions are to meet the requirement set out in the standard with regards to Indoor environmental quality	Indoor pollutants, Natural Light Acoustics and Water hygiene targets set in the standard

4 ZERO WASTE TO LANDFILL STRATEGY

4.1 In response to recommendations from the Henderson Loggie Audit held in 2025, the College has also created a Zero waste to Landfill Approach.

4.2 The Approach is included in this Committee pack for review.

5 CCEAP 2026-2027

5.1 The College is in the early stage of reviewing plans for the year and will bring future update to the committee in November 2026.

6 EQUALITIES

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

7 RISK AND ASSURANCE

7.1 The following risks have been identified:

- 7.1.1 that climate change actions within the College do not progress;
- 7.1.2 that climate change activities and behaviours are not embraced by the college community;
- 7.1.3 that there is a failure to comply with planned strategies;
- 7.1.4 that the College may not be able to support projects if additional funding cannot be sourced or available;
- 7.1.5 that there is a failure to comply with climate change regulations could lead to fines, legal action and operational restrictions; and
- 7.1.6 that there is a failure to meet climate change targets could result in reputational damage

8 RECOMMENDATIONS

8.1 Members are recommended to note:

- 8.1.1 the sustainability initiatives undertaken from the last quarter; and
- 8.1.2 note the progress of 2025-2026 CCEAP actions.

Annex 1

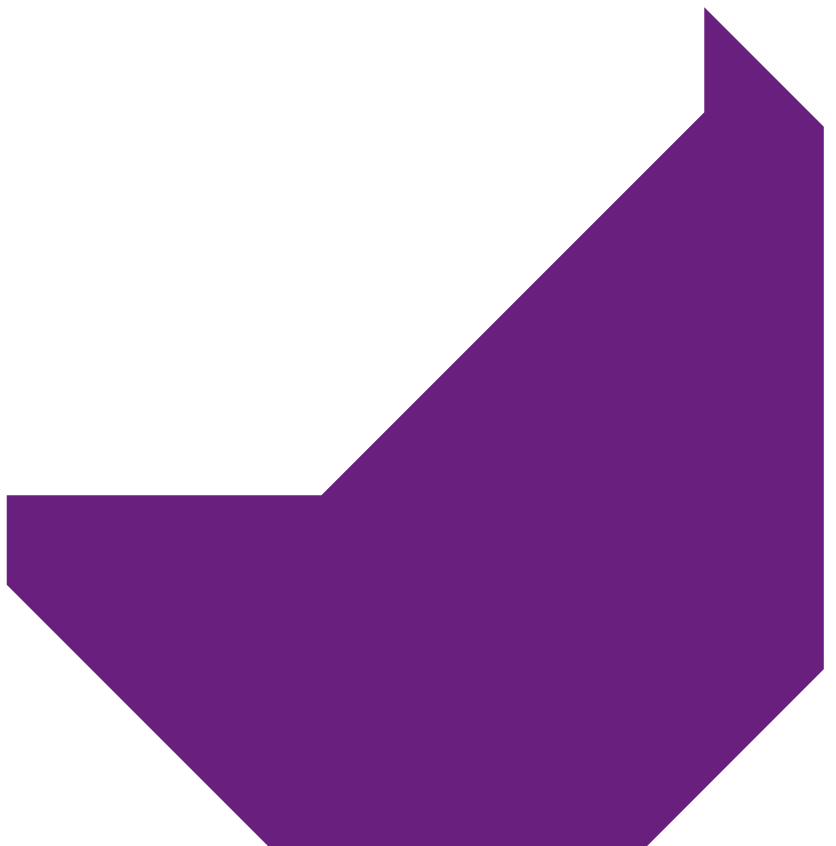
Climate Change Emergency Action Plan (CCEAP) 2025-2026

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Owner: Senior Leadership Team

Date: October 2025

Version: 1.2



Document Information

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Next Review Date:	September 2026

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

Quick Links

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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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Table of Contents

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

Section 1: Foreword

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

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

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

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

Section 2: Executive Summary

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

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

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

Chart 1: Electricity Usage

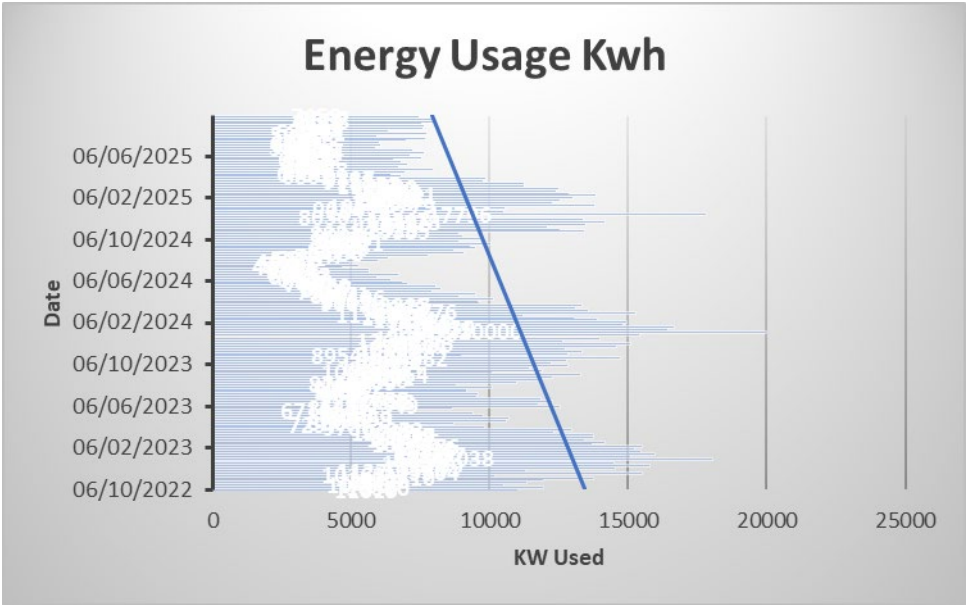


Chart 2: Gas Usage

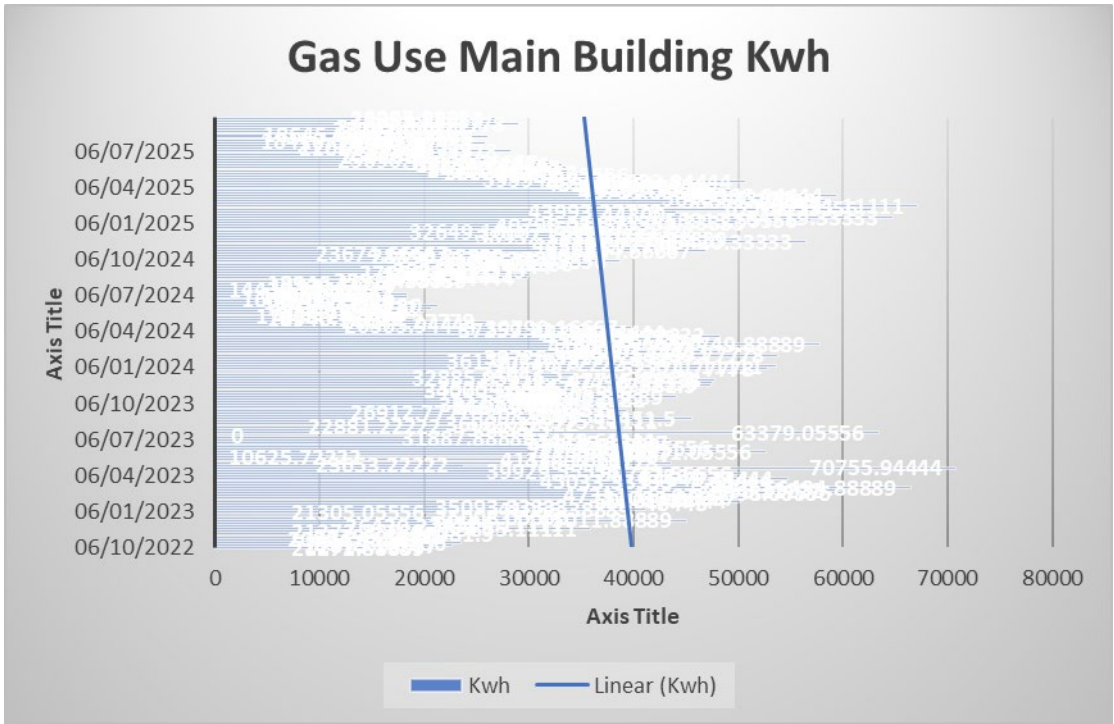


Chart 3: Water Usage

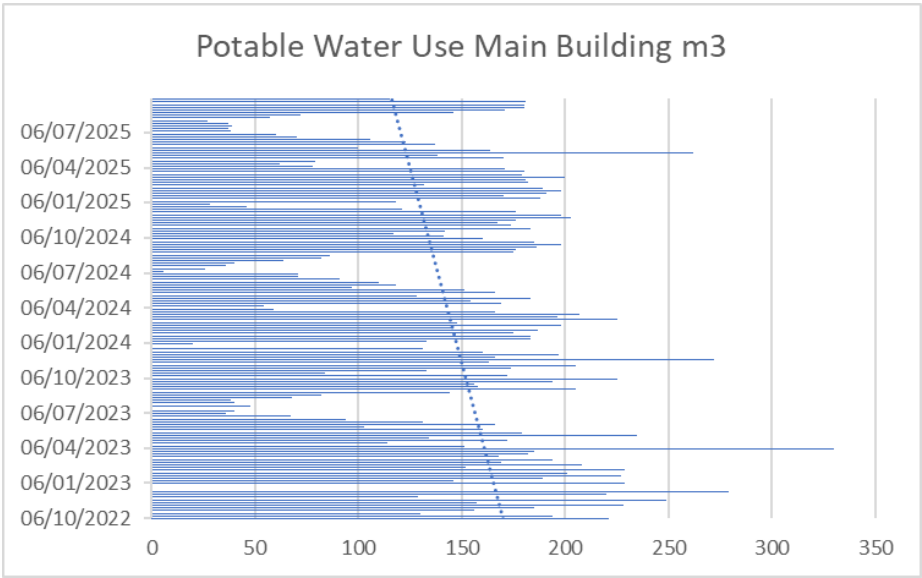
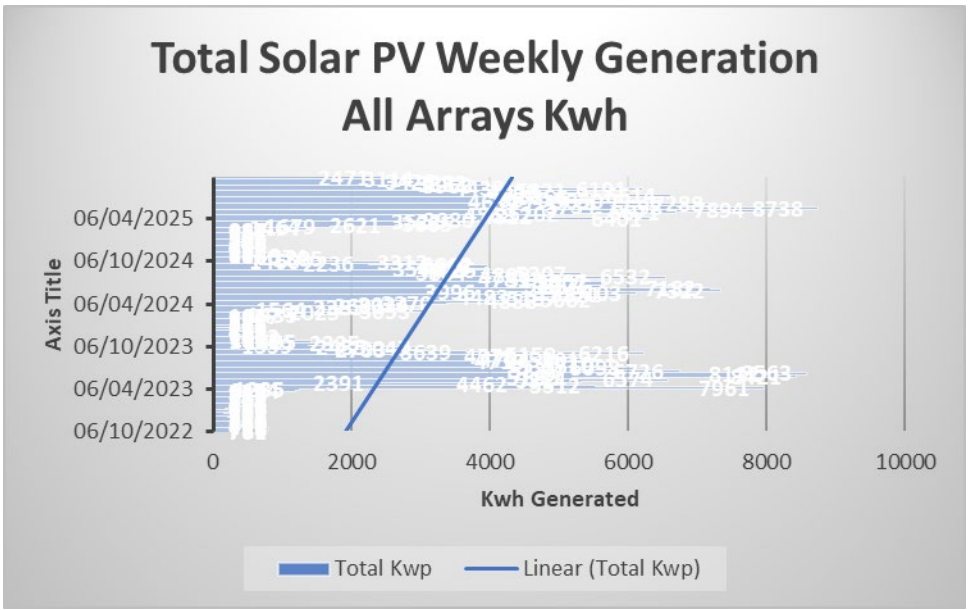


Chart 4: Electrical Generation Solar PV



Section 3: The Further and Higher Education Roadmap

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

The five elements of this Roadmap are:

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

Section 4: The Journey to Net-Zero

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

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

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

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

Table 1: South Lanarkshire College Self-Assessment

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

Section 5: Leadership and Governance

Where are we now?

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

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

Where do we want to be?

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

Table 2: Leadership and Governance Roadmap/Organisational Targets

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

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

Where are we now?

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

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

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

Where do we want to be?

Table 3: Teaching and Learning Roadmap/Organisational Targets

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

Section 7: Estates and Operations

Where are we now?

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

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

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

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

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

Where do we want to be?

Table 4: Estates and Operations Roadmap/Organisational Targets

Action	Target Date	Progress
Install Building Management System	June 2026	
Publish a revised estates strategy	February 2026	In progress with support from consultancy firm to establish a 5-year capital investment plan
Install solar car ports incorporating battery storage and battery walls.	June 2027	
Decarbonise the building from gas to electric supplies	June 2027	
Install system to improve waste management and recycling.	June 2027	In progress (more recycle bin has been recommended to by CCAT in Hair and Beauty Salons)

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

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

Section 8: Partnerships and Engagement

Where are we now?

The College recognises that collaborative working with industry and professional partners and key stakeholders is essential to achieving net-zero targets. It is proud that this partnership engagement will ensure the most effective outcomes for students and the community which it serves. The Senior Leadership Team is committed to working collaboratively with current partners whilst seeking opportunities to develop further partnerships which promote sustainability activities, raise awareness of the impact of climate change and share the benefits of the

circular green economy. The College benefits from hosting key events with external partners which include:

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

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

Table 5: Partnership and Engagement: Roadmap and Organisational Targets

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

Section 9: Data Collection

Where are we now?

College staff collect weekly data from various sources to paint a picture of utilities used against consumption. This information is passed to the Principalship to present to the Finance and Resources Committee on a quarterly basis to showcase the need for capital investment and savings and included in the annual Public Body Climate Change Report (PBCCR) The following charts demonstrate the data presented.

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

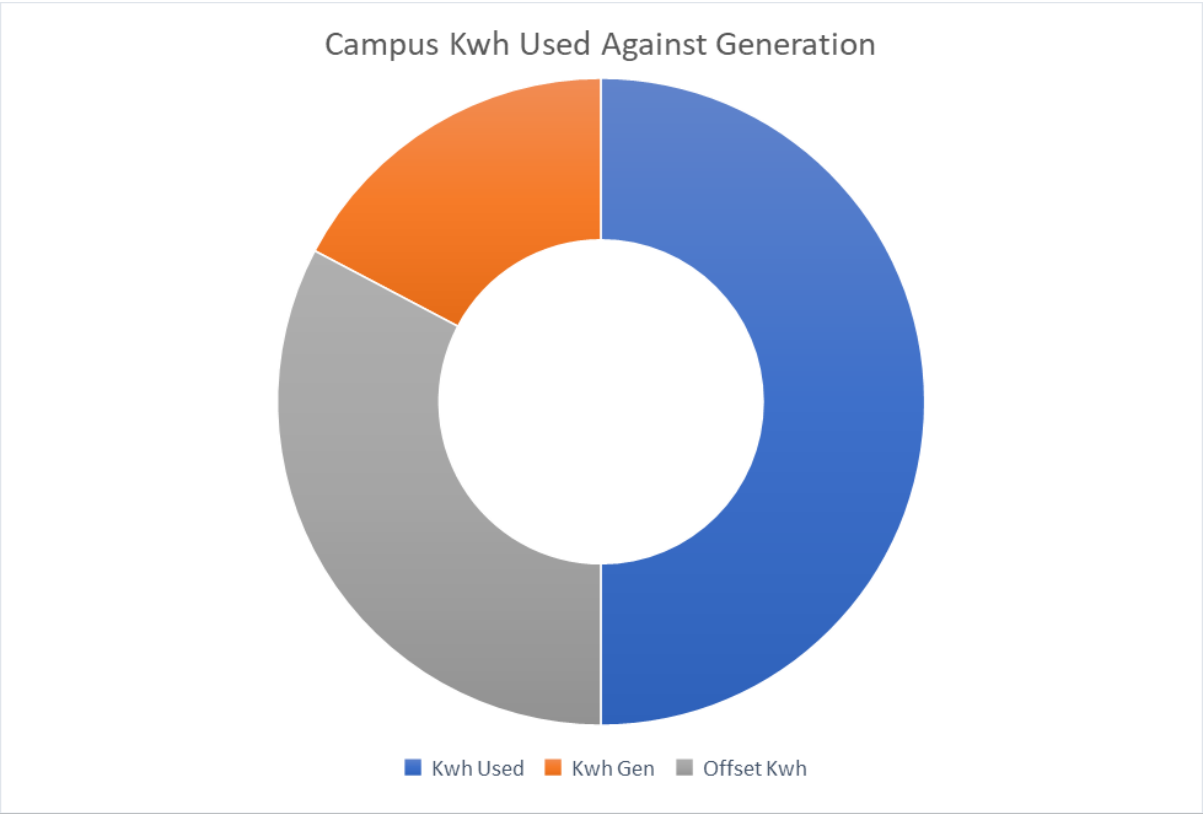


Table 5: Data Collection Roadmap and Organisational Targets

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

Section 10: Equality and Diversity

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

Section 11: Risks

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

Table 7: Risks

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

Table 8: Action Plan September 2025 to August 2026

[illegible]

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

[illegible]