



Annual Report
1 August 2024 – 31 July 2025

Introduction

I'm proud to present my first annual report as Chief Executive Officer of Colleges Scotland, following my appointment in June 2025. While new to this role, I've had the honour and privilege of serving the organisation, and the college sector, as Director of College Employers Scotland for the past three and a half years.

The 2024/25 period has been marked by meaningful progress, achieved despite considerable challenges facing our members. Throughout this period, Colleges Scotland has remained steadfast in championing the college sector – advocating for increased and sustainable investment in our colleges as valuable anchor institutions in our local communities and skills engines of the Scottish economy.

Our engagement with the Scottish Government and Scottish Funding Council (SFC) has yielded promising developments. It has been exciting to see initiatives like the Offshore Wind Skills Programme begin to come to life, publication of the Professor Joe Little report, the creation of the College Innovation Group, and the rollout of the Test and Learn pilot. Colleges Scotland members have played a vital role in shaping these, as well as many other influential reports and reviews, that Colleges Scotland will use in seeking to drive significant structural reform across the sector.

Collaboration has been at the heart of our approach. We've worked closely with Ministers, parliamentarians from all political parties, civil servants, and key partners – including the SFC, SDS, ESP, and CDN – to ensure colleges continue to provide inclusive, world-class learning opportunities for our students.

College Employers Scotland has also evolved over the past year, reinforcing its position as the trusted voice of employers in industrial relations and making significant progress in several key areas, such as multi-year pay deals for staff, the securing of additional government funding, and re-setting the Job Evaluation project.

As an organisation, Colleges Scotland also embraced change this past year: undergoing two leadership transitions; reducing headcount in our staff team; and implementing a new organisational governance model designed to simplify and clarify the role of the Board of Trustees. I would like to place on record my thanks to all Colleges Scotland staff and Board members who have left our service in the past 12 months.

Looking ahead to 2025/26, our focus is on embedding our recent organisational changes; securing increased investment in our colleges through the Scottish Government's Draft Budget in December 2025; and ensuring political parties carry a strong pro-college message in their manifestos for the Scottish Elections in May 2026. In doing this, we will continue to advocate strongly for the sector, ensuring colleges are empowered to deliver exceptional education and support learners, communities, and the wider economy.

Finally, I want to express my sincere thanks to all our members. Your ongoing support for Colleges Scotland as an advocacy organisation is invaluable, and I look forward to continuing to work closely with you all in the year ahead.

Gavin Donoghue
Chief Executive Officer



Key Achievements

- **Offshore Wind Skills Programme £3m** (For AY 2025/26) – working with sector partners, government officials and the renewables industry to create a skills programme to ensure a pipeline of college-trained workers to support energy transition and the offshore wind sector.
- **Active Campus Co-ordinators £1.45m** (For AY 2025/26 and 2026/27) – continuation of the Active Campus Network, with 18 Active Campus Co-ordinators now in place across the sector, increasing the provision of sport and active wellbeing in colleges across Scotland, following the initial investment committed between 2023 and 2025.
- **College Innovation Funding £700k** – as part of the Scottish Government Entrepreneurial Campus Blueprint initiative to help college students develop business skills and link up with investors.
- **Care Skills Partnership £500k** (For AY 2025/26) – enabling the college sector to develop and deliver a national resource to strengthen colleges' capacity to support Scotland's health and social care sector. This initiative will focus on workforce planning, new entry upskilling, and reskilling existing professionals to meet critical staffing challenges.
- **3% Increase in Fee Rate** – for the current college fee rate paid by the Construction Industry Training Board (CITB) for apprentices who start in AY 2025/26.
- **Scottish Education Exchange Programme £185k** – 11 colleges successfully bid for 13 projects across a variety of international activity as part of the Test and Learn Pilot.
- **Four-year Lecturer Pay Agreement** – ratified in September 2024, delivering a £5,000 consolidated pay rise across AYs 2022/23, 2023/24 and 2024/25, and a further increase of 4.14% in 2025/26, supported by additional funding from the Scottish Government.
- **Three-year Support Staff Pay Agreement** – worked successfully with trade union partners to reach joint agreement on a proposed pay increase of just over 11% across AYs 2025/26, 2026/27 and 2027/28, if supported by additional funding from the Scottish Government.
- **Job Evaluation** – worked successfully with trade union partners on a refreshed proposal to recommence Job Evaluation for support staff. This was accepted by a majority of support staff trade union members when it was put to them in ballots.



Policy Activity

Throughout 2024/25, Colleges Scotland has continued to **advocate strongly** for the college sector – calling for sustainable funding, appropriate flexibilities, and relevant policies to enable effective delivery for learners, and to assist in returning colleges to a position of stability and sustainability, against an extremely challenging funding landscape. This advocacy has included sustained engagement with the Scottish Government and SFC through the Tripartite Alignment Group, resulting in **securing additional investment** for colleges to deliver against key government priorities, including **Offshore Wind** and **Health and Social Care**.

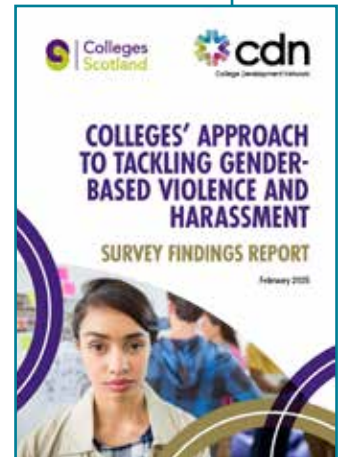
Colleges Scotland also remains a vocal champion of the college sector as a key pillar of the Scottish Government's **Education Reform Agenda**. We are working to ensure that colleges are well-positioned to current and future generations with the skills needed to support Scotland's Just Transition and drive sustainable economic growth.

Other significant areas of policy work included:

- Sustained dialogue with Scottish Government and SFC on the delivery of **Modern Apprenticeships** including roundtable discussions with industry managing agents and engagement with colleges to ensure the future sustainability of these programmes. This is in addition to separate discussions with the Scottish Government on Graduate Apprenticeship and positioning the sector to have a greater role in future delivery.
- Increased engagement with **UK Government** following the 2024 General Election, with Colleges Scotland invited to roundtable discussions with the Secretary of State and Under Secretary of State for Scotland on Growth and Green Energy alongside separate engagement on the UK Industrial Strategy and the delivery of UK Government Policy in Scotland.
- Writing an **open letter to the Prime Minister** jointly with the Association of Colleges, Colleges Wales, and the colleges of Northern Ireland, regarding the UK Government spending review and the role of colleges and kickstarting economic growth, creating opportunities, and fulfilling the government's key missions.
- Contributing to the development of the **College Infrastructure Investment Plan**. This is simultaneous to continued advocacy for funding to mitigate the impact of Reinforced Autoclaved Aerated Concrete (RAAC) in the wider college estate.
- Establishing a **College Innovation Group** to create a focused forum for sector representatives to engage with Scottish Government and SFC on innovation policy and funding developments.
- Progressing the **Digital Transformation** workstream with a focus on seeking investment on a spend to save basis to implement the National Digital Strategy.



- Working with the Scottish Government on the **Improving Careers Support Project**, facilitating engagement between officials and sector representatives.
- Participating in the delivery group taking forward the implementation of the **Student Mental Health Action Plan**, whilst working closely with Universities Scotland to ensure that this group delivers genuine action to support students, whilst also continuing to work closely with Think Positive to support the development of institutional Student Mental Health Agreements.
- Publishing a joint report with CDN exploring the approaches colleges are taking to prevent **Gender-based Violence (GBV) and harassment** as well as convening a collaborative short-life working group aimed at developing clear and actionable guidance for colleges to respond to, and prevent, GBV across campuses.
- Ongoing engagement with sportscotland and Scottish Student Sport to maintain the **Active Campus Network** across the college sector, strengthening the existing network of sport and physical activity staff.



- Continuing to work closely with Universities Scotland through the co-convened **Joint Articulation Group**, to progress work around the Articulation agenda, including work around the current definition of Articulation and liaising with Skills Development Scotland on expansion of the pathways app across Scotland.



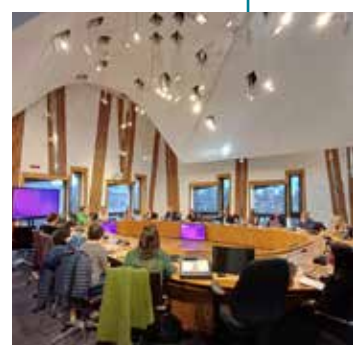
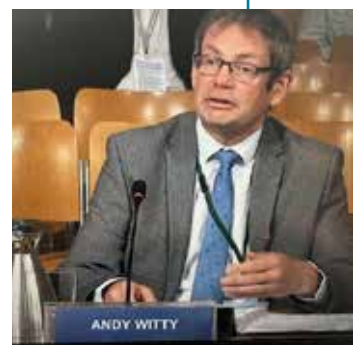
- Working closely with Scottish Government officials in the ongoing implementation of the **International Education Strategy** and Scottish Education Exchange Programme (SEEP). This has included the delivery of funding to 11 colleges to take forward partnership activity and knowledge exchange.
- Continuing engagement with the Commissioner for Fair Access, Professor John McKendrick, on the Widening Access agenda around the role of colleges in supporting the delivery of **Widening Access** targets established by the Scottish Government, whilst considering the future role of the Commissioner in relation to tertiary education.
- Participating in the **Tertiary Quality Steering Group** to contribute towards shaping the new Tertiary Quality Enhancement Framework (TQEF) which is changing how quality and assurance is conducted and assessed in Scotland's colleges, to help deliver the best learning experience for learners.
- Working with **WorldSkills UK** to continue supporting WorldSkills in Scotland and the participation of Scotland's colleges in national and international competitions.
- Submitting sector responses to a number of **consultations and inquiries** including the UK Covid-19 Inquiry; the Labour Party Policy Forum; Education (Scotland) Bill; Tertiary Education and Training (Funding and Governance) (Scotland) Bill; Community Wealth Building (Scotland) Bill; British Sign Language (Scotland) Act 2015; and on the Universal Definition of 'Care Experience'.

Policy Communications and Public Affairs Activity

Political engagement remained strong throughout 2024/25, with Colleges Scotland arranging and participating in 27 key meetings involving MPs, MSPs, and government Ministers. A notable highlight was our invitation to a reception at No.10 Downing Street, hosted by the Prime Minister, where we engaged with representatives from Scottish civic society, Labour MPs, and Westminster officials. The Prime Minister underscored the critical role of skills development in driving economic growth – a message that closely aligns with the mission of the college sector. In addition, we wrote to the First Minister to emphasise the vital contribution colleges can make in delivering the Scottish Government's priorities, particularly in eradicating child poverty.

A key focus has been parliamentary activity with a number of Committee inquiries taking place throughout 2024/25:

- **Constitution, Europe, External Affairs and Culture Committee** – Roy Gardner gave oral evidence on the Review of the UK EU Trade and Cooperation Agreement in January 2025.
- **Education, Children and Young People Committee** – Colleges Scotland submitted written evidence on the Education (Scotland) Bill in August 2024. Joanna Campbell, Neil Cowie, Audrey Cumberford MBE, and Andy Witty gave oral evidence and Colleges Scotland submitted written evidence on the Colleges Regionalisation Inquiry and Post-Inquiry Scrutiny in early February 2025, and later on in the same month Lydia Rohmer gave oral evidence on Widening Access to Higher Education. Jon Vincent gave oral evidence on the Tertiary Education and Training (Funding and Governance) (Scotland) Bill in May 2025 and Colleges Scotland submitted a written response. Angela Cox and Joanna Campbell gave oral evidence on College Financial Sustainability in June 2025.
- **Finance and Public Administration Committee** – Andy Witty participated in a panel discussion on the Scottish Budget Process and Colleges Scotland submitted written evidence on long-term fiscal pressures in May 2025.
- **Economy and Fair Work Committee** – Colleges Scotland wrote a letter to the Committee regarding its Skills Delivery inquiry in May 2025.
- **UK Scottish Affairs Committee** – Kenny MacInnes, Neil Cowie, and ESP's Jim Brown gave evidence on GB Energy on the Net Zero Transition at Westminster in May 2025.
- We also participated in and arranged speakers from the sector for **six** parliamentary Cross Party Groups in 2024/25 and provided the secretariat to the **Cross Party Group on Skills**, as well as supporting Universities Scotland with the **Cross Party Group on Colleges and Universities**.



Our annual **Parliamentary Reception**, hosted by Willie Rennie MSP, took place in April 2025 and provided a valuable opportunity for networking and engagement with colleagues from across the sector, key stakeholders, and MSPs. The event featured a keynote address from the Minister for Higher and Further Education and Veterans, highlighting the importance of the college sector. We were also privileged to hear from Megan Simpson, a student from Fife College, who shared her inspiring personal journey.



A **vision for the sector** was published in December 2024. The document set out the clear role of colleges: to provide access to relevant, quality education that is agile and adaptive, that fosters innovation, entrepreneurship, and supports sustainable growth for the benefit of all.

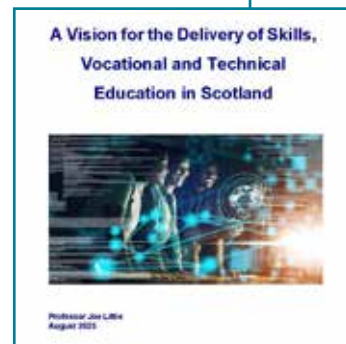
We collaborated with Professor Joe Little, Digital Entrepreneur in Residence at the University of Stirling, to host two **strategic workshops for college chairs and principals**. These sessions explored the Future of Skills, Vocational, and Technical Education in Scotland, culminating in the publication of a report looking at future trends for colleges.

Colleges Scotland organised two **industry roundtable events** for sector leaders and employers in March 2025. The first, held in partnership with ESP and Scottish Renewables, focused on the Offshore Wind sector. The second brought together stakeholders from Construction, Transport, Civil Engineering, and Engineering to explore opportunities and challenges across these key industries.

In addition, we delivered a presentation at the **Royal Society of Edinburgh's Conference** on the Funding of Tertiary Education in Scotland in April 2025. The presentation highlighted the strategic funding needs of colleges and emphasised their central role within a cohesive tertiary education system – working in partnership with universities and industry to meet Scotland's evolving skills and economic priorities.

We supported WorldSkills UK with the organisation of a **Scottish homecoming reception** in October 2024. The Edinburgh event, attended by the Cabinet Secretary for Education and Skills, celebrated Scotland's competitors who took part in WorldSkills Lyon 2024 and recognised their outstanding achievements on the international stage.

Colleges Scotland contributed its expertise as a member of the **judging panel** for the 2025 Green Gown Awards, supporting the recognition of sustainability excellence across the education sector, and also the Queen's Anniversary Award, which recognises at the highest level of the state, the outstanding creative and inspirational work of colleges and universities across the UK.



The annual **Keyfacts** booklet was published in June 2025 with a refreshed look and feel.

Media activity remained high with 44 media releases, statements, and interviews with journalists, and we continued to provide members with regular communications on a range of key policy issues including investment and funding, Scottish Budget, college infrastructure, qualifications and student mental health.

In addition, we published a **24 in 2024 Blog Series** which ran from July to December 2024, with all 24 colleges contributing a blog post each week, highlighting the wide and deep variety of education, training, and community roles that Scotland's 24 colleges undertake.

Work continued with CDN and the Marketing Network on the annual **#ChooseCollege** and **#LoveScottlandsColleges** marketing campaigns. In addition, Colleges Scotland's then Chair, Dr Waiyin Hatton, gave a keynote address at the annual CDN Marketing Network Conference.

Colleges Scotland **strengthened its digital footprint** with the launch of a BlueSky social media account in January 2025. Website traffic saw a notable rise, averaging 2,269 users per month – a 10% increase compared to the previous year. Engagement on LinkedIn also grew significantly, with posts receiving an average of 5,507 impressions per month, up from 1,804 the year before.

We also maintained our commitment to timely communication by continuing to issue Daily Monitoring Reports and 'Lines to Take' briefings to members. In addition, we introduced a new weekly Friday email, offering a consistent update on current day-to-day activities and developments to keep members informed and connected.

"Throughout 2024/25, Colleges Scotland continued to provide strong support across a huge range of policy areas for the sector. I'm proud of our success in securing additional funding streams for colleges and leading two major initiatives in Offshore Wind and Health and Social Care. Despite significant financial pressures, colleges remain committed to supporting individuals, communities, and Scotland's economy. A strong national voice remains essential, and it's been a privilege to work with colleagues across the sector to support their collective ambitions."

– Andy Witty, Director of Strategic Policy and Corporate Governance



College Employers Scotland Activity

The 2024/25 period saw a significant improvement in employer-trade union relations, and this has supported progress in several policy and key activity areas.

A **four-year pay agreement for lecturers** was ratified at the start of AY 2024/25, delivering a £5,000 consolidated pay rise across AYS 2022/23, 2023/24 and 2024/25, and a further increase of 4.14% in 2025/26. Thanks to this multi-year settlement, college lecturers, like support staff, are benefitting from enhanced pay stability. They also continue to enjoy the best pay and conditions of any UK college lecturers.

Constructive negotiations between College Employers Scotland (CES) and UNISON and Unite trade unions resulted in a jointly agreed position on a **new three-year pay offer for college support staff**, subject to additional Scottish Government funding. The offer would deliver a consolidated pay rise of just over 11% across AYS 2025/26, 2026/27 and 2027/28, bringing greater financial certainty for colleges and their employees. Other proposed benefits include:

- a £1,150 cash underpin in AY 2025/26 for staff salaries below £27,000
- expanded access to overtime payments
- increased standby allowances.

In line with the college sector's **Fair Work** commitments, an agreement was also reached to accelerate payment of the annual Real Living Wage increase. Following a similar agreement in AY 2023/24, colleges applied the increased rate from 1 November 2024 – six months ahead of the national implementation deadline. Going forward, colleges will continue to apply the higher Real Living Wage from 1 November each year.



Other significant areas of work included:

- A breakthrough in efforts to progress **Job Evaluation for college support staff**. This has enabled the development of a new project proposal which was backed overwhelmingly by UNISON and Unite members in consultative ballots.
- CES continuing to push for a review of the **National Recognition and Procedures Agreement (NRPA)** as identified in Strathesk's Lessons Learned report, engaging with trade unions following Ministerial discussions to progress the report's recommendations. Following the decision by UNISON and Unite to resign from the current NRPA, significant progress has been made towards developing an agreement specifically for support staff. CES remains committed to reforming collective bargaining to improve staff conditions across the sector.
- Publishing a new **National Disciplinary Policy and Model Procedure** which will help all college employees to achieve and maintain appropriate standards of behaviour and conduct at work. The Policy and Model Procedure also provide a clear framework so that misconduct cases can be dealt with in a manner that is fair, transparent and supportive.

- Significant progress being made towards developing a new National **Grievance Policy and Model Procedure** for college staff. These will help to ensure that workplace concerns are addressed and investigated fairly and thoroughly.
- Agreement being secured from UNISON and Unite to circulate West Lothian College's trial scheme for **compressed working hours** as a model for college support staff. This fulfilled a commitment made in the Support Staff Pay and Terms and Conditions Agreement (1 September 2022 – 31 August 2025).

- Working with UNISON and Unite to secure considerable progress towards production of an **Organisational Change Guidance document**, with an expected final agreement due by the end of this calendar year. This will fulfil commitments made in the National Agreement Terms and Conditions Support Staff (March 2022) and Support Staff Pay and Terms and Conditions Agreement (1 September 2022 – 31 August 2025).



- Agreement being reached on a **revised model for National Facilities Time (NFT)**, with the annual allocation for support staff trade unions reduced from 9,100 hours to 780 hours. This change, supported by data gathering which compared NFT at colleges with arrangements elsewhere in the public sector, will ensure provision covers only NJNC activity and does not extend to trade union branches. It will also generate significant cost savings.

- Increased engagement through the **Employers Only Job Evaluation Working Group** which facilitated a major project refresh that was backed overwhelmingly by UNISON and Unite trade union members in consultative ballots.

- In a sign of the college sector's deep commitment to Fair Work principles, a revised Terms of Reference for the **NJNC Fair Work Working Group** was developed to support exploration of sector-wide developments, best practice, and training opportunities.



- Supporting efforts to **professionalise the college sector lecturing workforce** through participation in the GTCS – College Lecturer Registration Working Group and the Registration Steering Group, further bolstering implementation of Circular 02/24 – Registration with the General Teaching Council (Scotland).

CES Communications and Public Affairs Activity

The industrial relations backdrop throughout 2024/25 was more stable than in previous years. This created opportunities for a more proactive, positive communications programme which has celebrated colleges as innovative, Fair Work-focused employers.

The reduced requirement for reactive communications also generated opportunities for an expansion of CES' **social media footprint**. New accounts for CES were launched on **LinkedIn** and **Bluesky**, with LinkedIn emerging as a particularly important communications tool. At the time of producing this report, the CES LinkedIn account had received **21,047 views**, with **380 followers** drawn from further education and other sectors. Work has also commenced on **refreshing the NJNC website** following member feedback.

Looking specifically at communications content, CES produced three **in-depth series** to mark key dates:

- UK Disability History Month (November–December 2024) – Showcasing support for staff with disabilities
- International Day of Education (launched on 24 January 2025) – Highlighting staff-led educational innovation
- International Women's Day (launched on 8 March 2025) – Celebrating the success of women leaders in colleges.

Taking on board member feedback, CES has worked to ensure human stories are at the heart of the communications content it issues. Its multimedia work has been boosted considerably by the **addition of video** as a storytelling medium. CES **produced five videos** in AY 2024/25:

- four videos exploring the professional achievements of individual employees
- a shorter, data-focussed item to underline the college sector's success in supporting women into leadership.

In total, the videos generated **more than 10,000 views** across LinkedIn and X.

With employer-trade union relations less strained during AY 2024/25, CES has been able to approach journalists with a range of **good news stories** about colleges as employers. Proactive pitches and news releases resulted in media coverage of accelerated payment of the Real Living Wage, AI training for college staff in South-East Scotland, and a compressed working hours pilot at West Lothian College.



The absence of major employer-trade union disputes meant that CES was also able to pursue a **more diverse, proactive stakeholder engagement programme**. As well as the Minister and opposition spokespeople for education, the programme included:

- Convener and Deputy Convener of the Economy and Fair Work Committee
- Secretary and Deputy Convener of the Universities and Colleges Cross Party Group
- Fair Work Convention
- CIPD
- Policy and Knowledge Lead at the Wellbeing Economy Alliance (also the secretary of the Wellbeing Economy Cross Party Group)
- The Scottish Government Directorate for Jobs and Wellbeing Economy.
- This activity has provided opportunities to highlight recent progress in staff pay and National Bargaining, and to promote the college sector's achievements in priority areas such as Fair Work.

“The 2024/25 AY was a positive one in terms of our industrial relations in the college sector. There was clear and significant movement forward in a range of areas, including policy development, support staff pay, and Job Evaluation. After a challenging few years, relations with our trade union partners are now in a better place, paving the way for continued progress towards agreements and reforms that will strengthen Scotland’s colleges as innovative and fair employers.”

John Anderson, Acting CES Director



Governance

Following a review by the Colleges Scotland board, a new governance structure was agreed in March 2025. This new structure is designed to ensure accountability and decision making, while remaining resource effective. The Board of Trustees will consist of up to ten Trustees. This will include:

- Chairperson (vacancy)
- Chair of the College Chairs' Group (Dr Waiyin Hatton)
- Chair (Susan Elston)
- Chair of the College Principals' Group (Angela Cox)
- Principal (Pete Smith)
- Chief Executive Officer (Gavin Donoghue)
- Up to four independent individuals (vacancies).

The Board of Trustees are also financially accountable for College Employers Scotland (CES), although it devolves all decision-making authority on National Bargaining matters to CES.

The Audit Committee is an advisory committee to the Board of Trustees with no executive powers and will have a minimum of three members appointed by the Board of Trustees.

Over AY 2025/26, we will consult with the sector on the governance arrangements required for sectoral decisions. The Annual General Meeting (AGM) will be attended by the Company Members, Associate Members, and the Board of Trustees.

Staffing

Following the retirement of Shona Struthers in Autumn 2024, and the appointment of an Interim CEO from September 2024 to June 2025, Gavin Donoghue, previously Director of College Employers Scotland, was appointed as the new permanent **CEO of Colleges Scotland** in June 2025.

Subsequently, at College Employers Scotland, John Anderson, Head of National Bargaining, was appointed Acting Director and Jillian Cheape, Business Services Manager, was appointed Acting Head of CES Services in June 2025 pending the recruitment of a permanent Director.



As at the 31 July 2025, Colleges Scotland employed 18 members of staff across the organisation (16.27 full-time equivalent (FTE)). The Policy, Corporate, Communications and Public Affairs teams, comprise of 11 members of staff (9.9 FTE) with some working across both sides of the organisation, and the College Employers Scotland team comprises of 7 members of staff (6.37 FTE) and continues to carry vacancies.

As part of the organisation's Corporate Social Responsibility policy, Colleges Scotland staff hosted and gave a presentation at Stirlingshire Voluntary Enterprise's Community Breakfast Event in August 2024, assisted at the Stirling Inspire Volunteering Awards in September 2024, and volunteered at the Start Up Stirling food bank in December 2024.

Argyll Court has two sub-tenants – ESP and WorldSkills UK, Scotland.

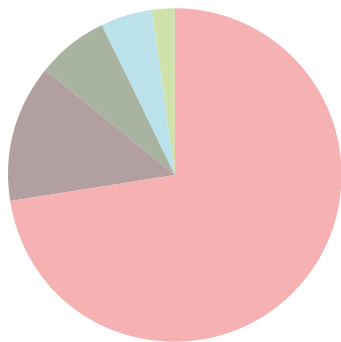


Funding

Colleges Scotland funding comes from two sources – sector subscriptions for Policy, Communications and Corporate, and funding from the SFC for College Employers Scotland.

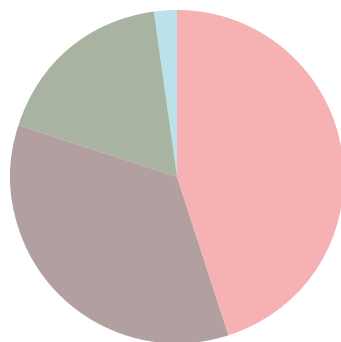
In 2024/25, income from sector subscriptions was £893k for Policy, Communications, Public Affairs and Corporate activity. Income from the SFC for College Employers Scotland was £996k, and a proportion is for corporate service support.

A breakdown of spend and analysis of key activities is outlined below:



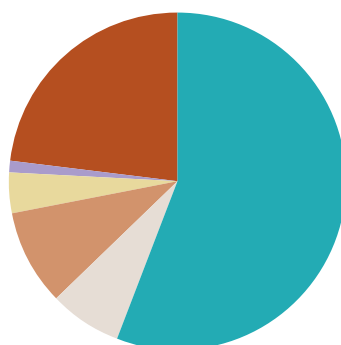
Colleges Scotland Policy Spend (subscription funding)

- Staffing = 73%
- Other Staffing and Professional Fees = 13%
- Service Level Agreement and Office Facilities = 7%
- Communications, Hospitality and Consumables = 5%
- Depreciation = 2%



Colleges Scotland Policy Activity

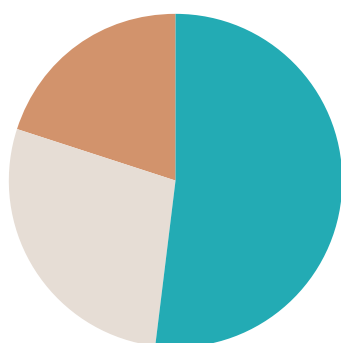
- Policy and Advocacy Activity = 45%
- Colleges Scotland Board and Committees = 35%
- Communications, Parliamentary and Stakeholder Engagement = 18%
- Servicing National Bargaining = 2%



College Employers Scotland Spend (SFC funding)

- Staffing = 56%
- Service Level Agreement and Office Facilities = 7%
- Other Staffing and Professional Fees = 9%
- Communications, Hospitality and Consumables = 4%
- Depreciation = 1%
- Facilities Time = 23%

Not included above 4% underspend



College Employers Scotland Activity

- Supporting the NJNC = 52%
- Supporting CES Activity = 28%
- Communications, Parliamentary and Stakeholder Engagement = 20%



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