



Agenda

NCL Board Meeting – 16th March 2026

5pm - Cumbernauld Campus Boardroom and via Teams

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|---|---------------------------|
| 1. Chair's welcome | Ronnie Smith |
| 2. Apologies for Absence | |
| 3. Declarations of Interest | |
| 4. NCL Board Minute 8th December 2025 | RS |
| 5. NCL Committee Minutes (FI) ~ | Minutes Posted |
| 5.1 CSAO 16 th February 2026 ~ | Barbara Philliben |
| 5.2 ARC 16 th February 2026 | Yvonne Finlayson |
| 5.3 RGP Committee 23 rd February 2026 ~ | Keith Fulton |
| 5.4 Finance Committee 23 rd February 2026 ~ | Paula Blackadder |
| 6. NCL Student Association Report (FI) | Paper Posted – DP |
| 7. NCL Finances Update (FI) | |
| 7.1 NCL Cash Flow (FI) | Verbal Update - LM |
| 7.2 NCL Financial Update 25/26 (FI) | Verbal Update - LM |
| 7.3 Scottish Government Budget 2026/7 | Letter posted - LM |
| 8. Strategy 2030 Update (FA) | |
| 8.1 Strategy 2030 – Board Update | Papers Posted - ES |
| 8.2 Strategising for Success | Paper Posted - JL |
| 9. Chair's Report (FI) | Verbal Report – RS |
| 9.1 Nomination Chair CSAO Committee | |
| 9.2 Chair's Overview | |
| 9.3 National Committees | |
| 9.4 Board Recruitment | |
| 9.5 Written Procedure | |
| 10. Update from College Employers Scotland (FI) | Paper Posted – ET |
| 11. NCL Risk Register (FI) * | Paper Posted – RG |
| 12. SEAP (FI) ~ | Verbal Update– JL |



13. Principal's Update (FI)

Verbal Update - CM

14. Board Business

14.1 Board Events Calendar (FI)

14.2 On – line training (FI)

14.3 Register of Interest Updates

14.4 Approval of Publication of Papers from the Board (FA)

14.5 Committee Terms of Reference

14.6 Standing Orders and Scheme of Delegation

Paper Posted – JL

Verbal Update - JL

Verbal Update - GP

Verbal report- GP

Papers Posted – GP

Papers Posted - GP

15. AOB

16. Date of Next Meeting: The scheduled date of the next meeting of the New College Lanarkshire Board is **5pm Monday 8th June 2026 in the Motherwell Campus Boardroom and via Teams.**

17. Board Members Only: Recommendations to the Board from the Remuneration Committee 12th March 2026. (FA)



The New College Lanarkshire (NCL) Board – Motherwell Campus

10.30 am 8th December 2025

Present: Ronnie Smith, Paula Blackadder, Yvonne Finlayson, Keith Fulton, Eileen Imlah, Moira Jarvie, Elaine Loudon, Kellyann McGraith, Christopher Moore, Barbara Philliben, Delphi Parker, Catherine Pollock and Dave Winning

In attendance: Ronnie Gilmour, Jennifer Lowe, Lynn McKenzie, Nicola Mulholland, Penny Neish, Diane McGill, Elliott Scott and Elaine Turkington.

1. Chair's welcome

2. Apologies for Absence: There were apologies from David Alves, Chelsea McCue, Alastair Rennie, Lisa Reid, Joanne Rosie and Sandra McLoughlan. Elizabeth Arogbofa also did not attend.

3. Declarations of Interest: Ronnie Smith declared an interest as a Board Member of AMCOL and Jennifer Lowe and Moira Jarvie as members of the Cumbernauld Nursery Board.

4. NCL Board Minute 6th October 2025: The minute was approved.

5. NCL Committee Minutes

5.1 CSAO 10th November 2025: Dave Winning presented the minutes as read to the Board. He commented on the improvement in success rates highlighted at Item 9 in the minute as follows: FE full time has increased by 11.2%, HE full time has increased by 3.8%, FE part time has increased by 8.1% (the best in the sector) and HE part time has increased by 2.4%. The Board noted these improvements in these key performance measures.

5.2 RGP Committee 17th November 2025: Keith Fulton drew the Board's attention to Item 6 in the minute and to the very positive progress that had been made by the Cumbernauld Nursery including getting a CDN award for the video that the nursery had made about its services. He also highlighted Item 8 which set out the 3 options for the Motherwell Campus Cladding issue as follows: 1. Repair, 2. Partial replacement or 3. Full replacement which would cause major disruption to the college. The Atkins Realis' recommendation was to progress Option 3 in one of two ways: either a single start to finish phase costing c £4.3m or a longer phased project which would cost c£4.8m. All figures at "today's costs". Following some consideration of how the options could be funded, given the need to keep the campus safe, and to cause as little disruption to classes as feasible, the RGP discounted the single-phase format. The discussion turned to the possibility of looking in depth at undertaking the multi-phase format over a period of say 5 years. Another option, not cited in the Atkins Realis report, was to continue with the netting currently in place and continuing the regular checks and maintenance. It was suggested at the RGP Committee that NCL could put in a further bid/bids to the Emergency Maintenance Fund to manage a phased approach to repair. The Board noted that there would be further reports to the RGP and to the Board on this matter.



5.3 Finance Committee 17th November 2025: Paula Blackadder drew the Board's attention to the review of the format of the management accounts by the Finance Team and the wind up of the ALF which was now nearly out of funds. Lynn MacKenzie is in discussion with the lawyers and this will be reported to the next meeting of the Finance Committee and to the Board.

5.4 ARC 1st December 2025: Yvonne Finlayson informed the Board that the minutes were as read and there were no questions.

5.5 Chairs Meeting 17th November 2025: Ronnie Smith informed the Board that there had been a meeting of the Chairs Committee on the 17th November 2025 which had approved a VS application from a senior member of staff. The Chairs' Committee had also agreed the proposal to create an Associate Principal role for the lead at the Blantyre Campus and noted the concomitant uplift in salary. It was agreed that the salary uplift would be formally agreed at a joint Remuneration/Chairs Committee prior to the Board meeting on the 8th December 2025. This one item agenda meeting had taken place before the Board meeting and the salary uplift had been recommended and approved.

6. NCL Code of Good Governance Compliance Checklist: The Board noted the compliance which had also been noted by the ARC.

7. Approval of the NCL 2024/25 Group Accounts –

Joint Meeting of the ARC and the Finance Committee 1st Dec 2025

7.1 Minute Joint Meeting: Christopher Moore noted that he had raised an issue about the wording in some of the summary headings used in the external auditor's annual report. He said that the headings might be all that some reading the report would focus on and that the narrative explaining the headings may not be read. He felt that some of the headings could convey the wrong impression and there had been a subsequent discussion with the external auditor and amendments had been made to the wording in the headings.

Action: The Board noted that the headings had been revisited by Audit Scotland as agreed and as set out in the minute for the joint meeting.

7.2 Annual Audit Report: The Chair of the ARC presented the position that had been set out by Audit Scotland to the joint meeting of the ARC and the Finance Committee. The external audit had gone well with improved planning and a smoother process with more contacts for Audit Scotland within the Finance Team. Audit Scotland had highlighted the following:

- The opinions in Appendix 1 of the letter of representation are unqualified and the letter has standard representations.
- The key messages are at Pages 3 and 4 of the Annual Audit Report. This includes financial sustainability, the undergraduate school bringing in additional income, the dissolution of the Lanarkshire Board, the development of strategy 2030 and the college is ensuring best value.
- Pages 10-11 set out the three significant findings on the accounting treatment for land and buildings which has now been agreed between Audit Scotland and the college, accounting for software licenses where there was a one-off issue in identifying a transaction due to personnel changes which was out



with normal finance and procurement procedures and enhanced procedures for updating the Register of Interests.

- P 35 Appendix 1 has the recommendations for 24/25 which included a recommendation on Financial Modelling, the Register of Interest (which has been updated at different times annually) will now be on the Board Agenda as a standing item and a recommendation to review governance and committee structures post dissolution.

Action: The Board noted the Annual Audit Report from Audit Scotland and that the audit had gone well. It also noted that the opinions in the report were unqualified.

7.3 Recommendation Financial Statements 2024/25:

7.3.1 Paula Blackadder presented the Financial Statements to the Board and highlighted the following:

- The adjusted operating position on P 17 shows a surplus of £180 k which is 0.29% of total expenditure.
- The Consolidated and College Statement of Comprehensive Income is at P 64 and this shows income and expenditure for the year.
- The balance sheet is at P 66.
- There has been a revaluation of fixed assets, the cash flow is positive because of the use of cash advances and the £4.5 million from the SFC is addressed in the creditors notes.

7.3.2 The ARC and Finance Committees agreed to recommend the Financial Statements to the Board for approval at its meeting on the 8th December 2025. The TU EIS/FELA declared that they were going to abstain as they felt that there had not been enough time to consult on the final document. It was acknowledged that the timing on production of the accounts was always very tight and this could be looked at for the future in terms of attendance at key ARC and Finance Committees and pre-Board briefings.

Decision: The Board approved the Financial Statements with one abstention.

7.3.3 Ronnie Smith raised an issue about individual colleges heading up campaigns at Colleges Scotland rather than Colleges' Scotland heading campaigns on colleges behalf. It was agreed that in the NCL Boards' view this had inherent risks for some individual colleges and was not an approach that NCL would support.

7.4 Annual Report from the Audit Committee: The Governance Professional presented the Annual Audit Report of the ARC to the Board. The ARC had recommended approval to the Board at its meeting on the 1st December 2025.

Decision: The Board approved the ARC Annual Audit Report.

8. NCL Student Association Report.

The Student President highlighted the following: the free winter jackets campaign, the food and hygiene banks, the sports clubs and activities, the LGBTQ society, the gaming club, the register to vote campaign and encouraging students to vote, the fortnightly newsletter, the save Scottish Education campaign. Eileen Imlah suggested touching base with the EIS on the voting and save Scottish Education Campaign. The Board noted the



scope and enthusiasm that was being brought to the Student President and Student Association roles.

9. NCL Finance Update

9.1 NCL Cash Flow: Lynn MacKenzie reported that the cash flow position was **positive** up to the end of February 2026. Then, as has been reported before and if there is no further injection of funds from the SFC, there will be a need to approach the SFC and AMCOL for cash advances as has been the case in Feb/March 2025. This will also be the case in July 2026. The SFC have so far supported this approach. Cash flow management was dependent on a combination of advancements and repayments to the SFC and to AMCOL. There was also the issue of the £4.5 million that had been received from the SFC last year and which was under discussion with the SFC with a request from them for a revised forecast from NCL to inform the SFC position at an SFC finance committee in 2026.

9.2 NCL Budget 25/26: The FFR was submitted in June 2025 showing a deficit position of £1, 349 k before agreed mitigations at the Board on the 6th October 2025. The management accounts for the first quarter are showing a surplus as opposed to an expected loss. The settlement funds from Galliford Try, positions not being filled and savings on operational expenses had helped with the first quarter position. The temporary staff budget is the main area of risk.

9.3 AMCOL: The accounts are ready and due to be signed. The forecast was a £42K surplus and the actual position after a donation to the college is a surplus of £69k .

9.4 NCL Foundation Report: Lynn MacKenzie informed the Board that the NCL Foundation had funds of £25,979 at the end of November 2025. There were additional donations from Lady Haughey and also from the Chair of the Board's whisky tasting event, which was over £7k. The Chair thanked the Board and senior staff for their support.

9.5 Modern Slavery Statement:

<i>Decision: The Board approved the statement and it would be signed by the Chair on behalf of the Board.</i>
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10. Strategy 2030

10.1 SFC Meeting 11th November 2025: The Board was informed that there had been a meeting with the SFC attended by the Principal, senior staff, the Chair and the Governance Professional. A summary of the key developments being pursued by the college had been set out and there was discussion about how to refresh the £4.5 million loan from the SFC. They confirmed that this would be presented to a meeting of the SFC Finance Committee. The SFC wanted a "plan" but had not yet written to set out what they required in addition to Strategy 2030.

10.2 Strategy 2030: The Board members were thanked for attending the Board strategy day and the strategy was presented to the Board. There was comment on slide 5 paragraph 3 and setting out clearly that there are now pathways from entry to a degree course and in slides 16 and 17 to look again at the best use of the term neurodivergent. Eileen Imlah stated that she could not approve the strategy because she couldn't ask members for their views given the timetable to bring to the Board and had no mandate to agree or disagree. Christopher Moore set out the extensive consultation that there had been on the strategy starting in February 2025. All colleagues had been invited to build the bones of the strategy, there had been consultation and comments had been taken into account. There had been two further engagement exercises and now the next stage is implementation of the strategy and collaboration is needed to make this work.



Decision: There would be a standing item on the Board for Strategy 2030 in the future. The Board approved the strategy subject to consideration of the comments made as noted above. It was also noted that Eileen Imlah as the EIS/FELA nominee abstained.

10.3 Partnership Agreements: The Board was informed of Memoranda of Understanding that were currently being discussed with companies including Sureserve, Cairnhill Structures and Hochtief. Partnerships of this nature will form part of the standing update on strategy 2023 as will KPI's.

10.4 Financial Scenarios: The Board was informed that the SFC had asked for financial scenarios but the expected letter setting out what was required had not yet been received.

Action: There would be continued dialogue with the SFC about written guidance on the parameters for the scenario planning requested.

11. Chair's Report

11.1 Chair's Overview:

11.1.1 There is a new Chair of the SFC – Professor Cara Aitchison – and Ronnie Smith has invited her along with the CEO (Francesca Osowska) and Director of Finance (Tiffany Ritchie) to a meeting at the college.

11.1.2 The SFC have produced a document on their governance expectations from the FE and HE sectors and this puts an emphasis on financial assurance. It is not clear at this stage how this fits with the financial assurance from internal and external audit. Further clarification will be sought from the SFC through Audit Scotland and Colleges' Scotland.

11.1.3 As noted at 7.3.3 above, there has been discussion at Colleges' Scotland about individual colleges leading campaigns on behalf of Colleges' Scotland.

Action: The Board was in agreement that this was not a good idea and could lead to a number of adverse outcomes.

12. Update from College Employers Scotland: The recognition of the new RPA was flagged to the Board as was the likelihood of the support staff pay claim being settled in which case there would be an uplift in the December pay and backdated pay being paid in January 2026.

13. NCL Risk Register:

13.1 Ronnie Gilmour informed the Board that there is a total of 20 Strategic Risks logged by the CRMG as at 1st September 2025. Risks are considered by the group and the register has a summary which highlights new risks, risks that have either gone up or down and risks which are high level. The risk register shows the level of assessed risk for each risk and where there are control action plans in place.



- Risk Q (the college may fail to improve student outcomes) has reduced from a residual risk score of 8 to 4.
- There are two new risks: Risk S (inaccurate, biased or uncontrolled use of AI with a residual risk score of 9) and Risk T (growing the undergraduate school is dependent on the continued allocation of funded degree places from the UWS SFC allocation – this has a residual risk score of 10)
- Two risks are above the committee's threshold level and therefore are subject to Control Action Planning. These are: Risk A - The college may not have sufficient liquid funds to meet short-term or medium-term cash commitments. Risk B - The College may be unable to sustain short-term operations at the required standard due to insufficient levels of funding.

13.2. It was noted that Alastair Rennie had informed the ARC that the UK Government had compiled a risk assessment template which was available on the central government web site and that this might be a useful tool for the college as it deals with the risk assessment for AI. This was being followed up by college staff.

14. SEAP:

14.1 The SEAP has been submitted and there will be feedback in January 2026. It is a solid evaluation of where the college has been and highlights the large projects being undertaken by the college. It shows where the college is going and will be a working document between the college and the SFC. Keith Fulton and Barbara Philliben commented that it was an excellent document. The Board noted both the self- evaluation and the accompanying action plan.

15. Principal's Update:

15.1 Christopher Moore drew attention to the following:

- Monica Lennon's MSP's motion in the Scottish Parliament to support Brain Health.
- The Pearson National Teaching Awards – Neil McMullan was in the final four out of 1,700 applicants and got silver.
- World Skills where NCL was 2nd with a smaller team having been beaten by one point. NCL was the only Scottish College in the top 10.
- The CDN awards where NCL won in Health and Well- being and in Marketing and Communications for the Cumbernauld Nursery Video, was highly commended in the Changemaker category and Finlay McConnell who represented Downs Syndrome Scotland at the Chelsea Flower Show.

15.2 Christopher Moore gave his thanks to all staff and students for all the work they had done and thanked the Board for its support.

16. Board Business

16.1 Board Events Calendar: There will be a presentation by Alzheimers Scotland at the next CSAO meeting. The calendar will be brought to the next meeting of the Board.

16.2 On – line training: Jennifer Lowe updated the Committee on the all staff learning modules available including Cyber Security and Brain Health.

16.3 Board Evaluation and Development Plan: The Board noted the progress in the plan.



16.4 Approval of Publication of Papers from the Board: The Board approved the publication of the agenda, the minute, the SA report, Strategy 2030 when finalized, the employers report and the SEAP.

17. AOB

18. Date of Next Meeting: The scheduled date of the next meeting of the New College Lanarkshire Board is **5pm Monday 16th March 2026 in the Cumbernauld Campus Boardroom.**



Strategy 2030 – Board Update

Strategy Communication and Development

College Roadshow

Since the formal launch of Strategy 2030, the College has undertaken a structured programme of engagement to ensure the strategy is widely understood and embedded across the organisation.

This work commenced in January through a series of staff engagement roadshows which were delivered across the Kirkintilloch, Cumbernauld, Coatbridge and Motherwell campuses. These sessions focused on communicating the ambitions of Strategy 2030, reinforcing the College's long-term vision and creating space for discussion around the role of staff in delivering the strategy.

Additional engagement activity was undertaken with Work Based Assessors ahead of the scheduled HMI visit to ensure colleagues working closely with employers were fully aligned with the strategic priorities of the College. An online session was also delivered to ensure colleagues who were unable to attend in-person sessions had the opportunity to engage with the strategy. A dedicated session was also delivered to all Academic and Professional Services Heads of Department.

Across the full programme of activity, approximately 350 staff members participated in Strategy 2030 engagement sessions, representing a significant step in building organisational awareness, ownership and alignment around the College's future direction.

Strategising for Success

In February, Lisa Reid (Head of Strategy Office) and Sian Worthington (Staff Development Academy) facilitated a strategic workshop with Academic Heads of Department. The purpose of this session was to support departments in translating the ambitions of Strategy 2030 into aligned departmental strategies and priorities. The session was supported by Michelle Hamilton in her role as Director of Quality.

This work represents an important stage in embedding the strategy operationally across the College. Heads of Department will be supported to align curriculum development, partnership activity and operational planning to the college's Strategy 2030 ambitions. The first main area of focus for all departments is on improving student results and outcomes.



Strategy Delivery and Governance

To support the effective delivery of Strategy 2030, the College has established the **Strategy Office**, which will play a central role in driving strategic initiatives, developing partnerships and identifying new opportunities.

The Strategy Office will also support strategy monitoring and oversight tracking progress of projects against strategic priorities and ensure that initiatives remain aligned with the College's long-term ambitions. This approach will provide a structured framework for delivery and will support regular reporting to the Executive Board and relevant Board of Management Committees.

Strategy 2030 Projects Update

Social Enterprise Development

The development of social enterprise activity represents a key Year 1 priority within Strategy 2030 and supports the College's ambition to increase social impact, community engagement and income diversification.

A workshop and mapping session has taken place with Inspirent, a government-funded organisation specialising in the creation and development of social enterprises. Initial scoping work has identified two potential social enterprise models within the College.

The first focuses on internal operational areas including The Braw Wee Shop, training restaurants and hair & beauty salons, with the aim of developing a more integrated social enterprise model that enhances student learning opportunities while generating social value.

The second opportunity is being explored in partnership with Sureserve and focuses on providing structured work experience opportunities for CAD students, strengthening employer engagement while supporting industry-aligned learning.

Kirkintilloch Campus and East Dunbartonshire

The College continues to engage strategically with East Dunbartonshire Council regarding the development of provision at the Kirkintilloch Campus.

As a result of this engagement, additional activity has now been confirmed to commence in August 2026. This will include the introduction of full-time provision alongside HNC programmes



delivered in partnership with local schools, strengthening progression pathways for young people within the region.

The Council has also expressed interest in the potential delivery of Brain Health training for its workforce. Initial discussions have taken place and this opportunity continues to be explored as part of the College's wider ambitions around health and wellbeing innovation.

The Learning Well

The Learning Well continues to play a central role in supporting the College's ambitions around digital learning, employer engagement and income diversification. In January 2026, the third cohort of our BA Business and Leadership degree programme launched with 102 students enrolled.

Income associated with the degree programme for 2025/26 will total **£400k**, considerably higher than the forecast of **£250k**. Recruitment is now underway for the September 2026 intake.

The NCL Diploma is planned to launch in April, with an initial cohort of 24 Sureserve employees scheduled to enrol on the programme. A wider recruitment campaign will then take place for a September 2026 intake.

This programme represents a significant milestone as a paid-for online qualification that strengthens the College's employer partnerships while generating additional commercial income. Students who successfully complete the diploma will have the opportunity to articulate to the BA Business and Leadership programme.

Memorandums of Understanding (MOUs)

Further MOUs have now been signed with Voluntary Action North Lanarkshire (VANL) and HOCHTIEF in January and February respectively.

Engagement has been ongoing with existing partners and is noted below:

- Sureserve; exploration of social enterprise creation and support of the NCL Diploma as mentioned above. £5k donation to the NCL Foundation.
- Cairnhill Structures; delivery of a new 'Engineering Futures' programmes with funding secured from SDS for two cohorts of students.
- HOCHTIEF; social value event delivered at our Coatbridge Campus. A new Road Operatives course being launched to upskill and train staff at their Bargeddie site. HOCHTIEF staff undertaking health and safety training to complete CSCS card at NCL.

Conclusion

Since the launch of Strategy 2030 in January, the college has made strong early progress in communicating the strategy and work is ongoing in embedding college priorities across departments and initiating key Year 1 projects. Work will continue over the coming months to develop partnerships, launch new programmes of work and advance initiatives that support the long-term ambitions of the college.

Further updates on Strategy 2030 implementation will be provided to the Board as projects progress.

STRATEGISING FOR SUCCESS

ACADEMIC YEAR 2025/2026

Academic Department:

Curriculum Area:

Head of Department:

Academic Leader:

MAIN POINTS FOR ACTION 1	THEMES	IDENTIFIED RISK	PROMPTS
Themes: • Use data to inform how well students achieve and maintain high levels of Retention, Attainment and Progression. • Use data to critically evaluate low performing programmes. • Identify knowledge gaps in data analysis.	Decisions that are data driven. Use of dashboards. Monitoring Retention patterns. Track student withdrawals. Analyse withdrawal reasons (academic, personal, financial) and link them to support interventions. Compare last three year-data to identify issues or improvements. Benchmark against national averages and institutional targets. Establish data-informed quality enhancement plans for low-performing programmes. Set measurable improvement targets and review progress regularly.	Improving Key Performance Indicators (KPI's) Recruitment, Retention, Attainment and Progression (RRAP) requires an integrated approach linking regional intelligence, institutional strategy and staff capability with a dynamic, data-driven curriculum design process. By formalising these alignments and embedding regular review mechanisms, NCL academic staff can ensure their curriculum not only meets current needs but is agile enough to respond to the educational needs of the future.	• High performing programmes reasons for success. • Low performing programmes. Scrutinise KPI data, look at RRAP trends over the last three years. Focus should be on courses where there was less than 60% success. • Partial success-why? • Have knowledge of withdrawals consider how you are going to achieve this for example use of incentives or Student Retention Officers. • Student profile-care experienced, SIMD, etc.

STRENGTHS FOR MAIN POINTS FOR ACTION 1	WEAKNESSES FOR MAIN POINTS FOR ACTION 1
OPPORTUNITIES FOR MAIN POINTS FOR ACTION 1	THREATS FOR MAIN POINTS FOR ACTION 1

MAIN POINTS FOR ACTION 2	THEMES	IDENTIFIED RISK	PROMPTS
Themes: To what extent did recruitment strategies support the planned credit target?	Compare actual enrolments against projected numbers used in credit target planning. Assess recruitment by mode of study (full-time, part-time, distance) and level FE/HE to determine contribution to credit targets. Examine shortfalls or over-recruitment and their implications for staffing, timetabling, and resource allocation. Review the accuracy and responsiveness of forecasting models used in planning.	Evaluate how effectively student recruitment strategies supported the achievement of planned credit targets at programme level. Analyse the relationship between enrolment numbers, student choices and the overall volume of credits delivered.	- Course offering promoted via course publisher. - Articulation from school programmes. - Internal articulation- student progression. - Data driven recruitment-application rates and conversion rates. - Use of social media platforms and alumni. - Interviews/open days/have a go event/step into college events/engaging with the community, local authority, etc.

STRENGTHS FOR MAIN POINTS FOR ACTION 2	WEAKNESSES FOR MAIN POINTS FOR ACTION 2
OPPORTUNITIES FOR MAIN POINTS FOR ACTION 2	THREATS FOR MAIN POINTS FOR ACTION 2

MAIN POINTS FOR ACTION 3	THEMES	IDENTIFIED RISK	PROMPTS
Themes: To what extent is the curriculum future fit?	Future fit curriculum equipping students with transferable skills-critical thinking, creativity. High-quality learning experiences. Closes the gap between graduate outcomes and employer expectations. Assessment of offer.	A future-fit curriculum to ensure that it remains relevant, responsive, and resilient in a rapidly changing world.	Have you considered or actioned: - Replacing qualifications where there is no relevance to future jobs growth in Lanarkshire or where frameworks are consistently demonstrating poor KPIs. - Replacing moribund units and reviewing the relevance of awarding body powers- NCL has devolved authority to write units and have them SCQF levelled. - A review of unit delivery hours enabling flexibility in curriculum delivery. - A review of assessment practice, where possible adopt integration of assessment and strategies to reduce the assessment burden students face. - Reviewing course designs to include where possible a balance of subject specific and wellbeing units to address the health and educational inequalities Lanarkshire faces. - Promoting flexibility in the curriculum to reflect the context in which students are living and studying enabling students to earn while they learn without compromising their academic or personal responsibilities. This will include the continuation of blended learning approaches and meaningful digital units. - Building on the success of the Learning Well- consideration towards financial support via SAAS funding. - Is there a clear pathway from entry to employment or higher study? - Support informed decision-making among young people and reinforce the college's position as a first-choice destination for post-school education and training.

STRENGTHS FOR MAIN POINTS FOR ACTION 3	WEAKNESSES FOR MAIN POINTS FOR ACTION 3
OPPORTUNITIES FOR MAIN POINTS FOR ACTION 3	THREATS FOR MAIN POINTS FOR ACTION 3

MAIN POINTS FOR ACTION 4	THEMES	IDENTIFIED RISK	CHALLENGE QUESTIONS
Themes: To what extent has the curriculum offering taken account of local and national policy and key strategic drivers including Labour Market Intelligence and Scottish Government priorities?	Labour Market Relevance. Stakeholder Engagement. Student Outcomes.	This theme explores the extent to which the curriculum offering is shaped by local and national policy priorities, institutional strategy and Labour Market Intelligence (LMI). It assesses whether the curriculum is designed to meet current and future skills needs, drive regional growth, and support government agendas.	- Aligning the curriculum to regional priorities to improve KPIs working with Local Authorities, NHS, SME's and sector specific alliances. - Carry out cyclical LMI reviews in the curriculum planning processes to ensure decision-making is evidence-led. - Alignment with regional priorities for example green energy, health care, housing or advanced manufacturing.

STRENGTHS FOR MAIN POINTS FOR ACTION 4	WEAKNESSES FOR MAIN POINTS FOR ACTION 4
OPPORTUNITIES FOR MAIN POINTS FOR ACTION 4	THREATS FOR MAIN POINTS FOR ACTION 4

MAIN POINTS FOR ACTION 5	THEMES	IDENTIFIED RISK	PROMPTS
Themes: 78% of new projected jobs for the future in Lanarkshire will require individuals with degree qualifications.	Curriculum alignment with degree-level job demand widening access to degree-level study. Enhancing graduate employability and regional retention. Strategic workforce planning through curriculum design promoting lifelong learning and upskilling opportunities addressing skills gaps in key growth sectors. The theme explores how curriculum planning responds to this high demand and supports student employability in the region.	Assess the extent to which the curriculum has been developed in response to strong local labour market signals, particularly that 78% of new projected jobs in Lanarkshire are expected to require a degree-level qualification.	- How will you address the skills gaps, drive job creation, and support Lanarkshire's economic development? - To what extent have views of internal and external stakeholders influenced the development and planned improvement of the curriculum? - How do you work with employers to co-create the curriculum to solidify the knowledge and skills required for employment rather than simply telling them this is what we offer? Listen - How do you work with students to co-create the curriculum to solidify the knowledge and skills required for employment rather than simply telling them this is what we offer?

STRENGTHS FOR MAIN POINTS FOR ACTION 5	WEAKNESSES FOR MAIN POINTS FOR ACTION 5
OPPORTUNITIES FOR MAIN POINTS FOR ACTION 5	THREATS FOR MAIN POINTS FOR ACTION 5

MAIN POINTS FOR ACTION 6	THEMES	IDENTIFIED RISK	PROMPTS
Themes: To what extent does the curriculum offering ensure placement and work experience opportunities are available to develop skills for employability?	Availability and access to placement opportunities. Curriculum-embedded employability skills. Industry and employer engagement. Reflection and career development. Graduate outcomes and feedback.	Evaluates how effectively the curriculum embeds placement, work-based learning, and real-world experience to prepare students with the skills, behaviours, and confidence required for graduate employment.	- How does the curriculum maximise opportunity for meaningful placements, giving students the chance to gain real-work experience and graduate with the confidence and capability to thrive in the workplace? - How will you strengthen the curriculum via industry secondments for staff with partner organisations to enable them to gain first-hand experience of emerging technologies and best practice to shape a future fit curriculum and afford a first-class learning experience for students?

STRENGTHS FOR MAIN POINTS FOR ACTION 6	WEAKNESSES FOR MAIN POINTS FOR ACTION 6
OPPORTUNITIES FOR MAIN POINTS FOR ACTION 6	THREATS FOR MAIN POINTS FOR ACTION 6

MAIN POINTS FOR ACTION 7	THEMES	IDENTIFIED RISK	CHALLENGE QUESTIONS
Themes: Is delivery of the curriculum aligned to staff skills sets?	Staff development. Industry secondments. Identifying untapped talent.	Student withdrawal due to irrelevant or outdated content. Lower student outcomes and satisfaction. Withdrawal data. Decreased enrolment if the curriculum is seen as uncompetitive. Reputation damage among industry partners and accreditation bodies. Failure to future-proof graduates for evolving job markets. Learning not meeting the needs of employers. Where and when.	- Are there cases where curriculum innovation outpaces staff capacity? Is there a need for upskilling of staff? - Are there opportunities for industry secondments particularly in vocational areas? - Is there opportunity for team teaching encouraging sharing of highly effective practice?

STRENGTHS FOR MAIN POINTS FOR ACTION 7	WEAKNESSES FOR MAIN POINTS FOR ACTION 7
OPPORTUNITIES FOR MAIN POINTS FOR ACTION 7	THREATS FOR MAIN POINTS FOR ACTION 7

MAIN POINTS FOR ACTION 8	THEMES	IDENTIFIED RISK	CHALLENGE QUESTIONS
Themes: What measures are in place to ensure effective adult learning?	Professional development and industry secondments. Curriculum design and review Quality assurance/enhancement. Evidence informed practice. Technology enhanced learning. Collaboration and knowledge exchange. Student centred approaches.	Ineffective adult learning undermines NCLs strategic vision to future fit the curriculum. Supporting an educational experience that impacts on student success, institutional reputation to financial sustainability and regulatory compliance.	- Self-evaluation of learning and teaching. - Meta skills analysis. - Personalisation of learning and teaching. - End of unit evaluation; student and staff involvement. - Staff development-SCQF credit rating, Professional Practice unit, Integration of Assessment. Encourage student leadership in learning. - Sustainability embedded across a range of programmes and initiatives.

STRENGTHS FOR MAIN POINTS FOR ACTION 8	WEAKNESSES FOR MAIN POINTS FOR ACTION 8
OPPORTUNITIES FOR MAIN POINTS FOR ACTION 8	THREATS FOR MAIN POINTS FOR ACTION 8



Item 10 NCL College Registrar Update

This paper provides a summary of current and planned activity in the areas set out below and was prepared to provide an update for the Resources and General Purposes Committee on the 23rd February 2026. Where the approval/ratification of the Committee is required, this is highlighted at the appropriate points.

1. NCL Strategy 2030

Following a final round of feedback from stakeholders, Strategy 2030 was approved and signed off at the NCL Board meeting on 8th December 2025. The 5 Strategic Pillars, which form the basis of all future activity, have been established as:

- Driving better student outcomes
- The College to drive Lanarkshire's economy
- The Centre for Lanarkshire's Public Services Education
- The College of Social Entrepreneurship
- Leading Lanarkshire's sustainable future

Extensive work has subsequently been undertaken to communicate Strategy 2030 and engage with staff across the College. This has taken place via two meetings with Academic and Professional Services Heads of Departments, as well as four 'roadshow' style presentations at Kirkintilloch, Cumbernauld, Coatbridge and Motherwell Campuses. A Strategy 2030 session has also been held with Workbased Assessors, prior to their involvement in an HMI inspection. Finally, an online Strategy 2030 session was delivered to staff who were unable to attend any of these in-person events.

In total, around 350 staff attended these sessions which provided a deeper understanding of the College's direction for the next five years and the key projects that we will begin working on within the next 12 months.

'Strategising for success' sessions are now underway with Academic Heads of Department where individual departmental strategies will be fully aligned to the college's Strategy 2030 work.

2. Professional Services Review

Final iterations of the proposals for the Finance and Brand teams have now been syndicated with staff and trade unions, and implementation of structural changes are now underway.

The External Funding & International proposal has been developed and individual staff engagement is ongoing, following initial consultation with trade union representatives.

3. College Employers Scotland (CES)

3.1 National Recognition and Procedures Agreement (Reform)

CES confirmed that agreement had been reached with all trade unions on the revised NRPA. The agreement was ratified by the Central Committee in December 2025 and formally issued to the sector.

As the NRPA is simply a revised version of the agreement, rather than an entirely new agreement, with no signatory resignations required and, as CES has full delegated authority for matters relating to National Bargaining, the revised NRPA can be approved via standard CES processes. The revised agreement was therefore noted as approved by CES representatives at a meeting on 4th February 2026

An implementation date of 1st March 2026 has been set for the revised NRPA, which is included within this report as Appendix 1.

3.2 Support Staff Pay Claim

Following the 3 trade union ballots during November and December 2025, UNISON and Unite members voted to accept the pay offer (93% and 97% in favour respectively) while 85% of participating GMB members voted to reject the proposals.

Under the terms of national collective bargaining for Scotland's colleges, a pay agreement was able to proceed, as UNISON and Unite represent a clear majority of support staff trade union members.

A circular to implement the agreement was published on 8th December 2025 and is included with this report as Appendix 2.

Professional Services staff at NCL received their salary increases in the December 2025 payroll run, with all back pay being accounted for in the January 2026 payroll.

3.3 Job Evaluation (JE)

At a meeting on 4th February 2026, CES noted from SFC that an independent Lessons Learned Review is required prior to the progression of any Business Case, and that this represents a key dependency for the future direction and timescales associated with the Job Evaluation Project. Colleges will be kept updated as further clarity emerges.

A discussion also took place regarding trade union facilities time to support JE roles and training. Time associated with JE is separate from that provided under the NRPA and is not currently eligible for reimbursement through national arrangements. It was agreed that any support provided would require to be agreed and managed locally by individual colleges for the time being.

Meanwhile, the Job Evaluation Project Board (JEPB) met for the first time in December 2025 and initial governance arrangements are now in place to support the delivery of the JE Project. Progress has been made in establishing a Risk Register in relation to funding, delivery timescales and stakeholder confidence.

3.4 EIS-FELA Pay Claim

After the CES meeting had taken place on 4th February, the EIS-FELA pay claim for lecturers was submitted for the years 2026/27 and 2027/28. A further meeting will be convened to discuss the details.

3.5 National Grievance Policy and Procedure

The draft policy and draft model procedure are subject to ongoing discussions between the trade unions and the Staff Side Joint Secretary. A Policy Working Group is scheduled to take place on 19th February 2026.

4. Joint Negotiating Committee Update

4.1 JNC Academic

A JNC Academic meeting took place on 10th December 2025, where Eileen Imlah's retirement from the College and relinquishing of her long-held role as Branch Secretary were acknowledged.

Discussion topics included:

- An update on the Professional Services Review
- Academic staff permanisation process
- Scale points
- Trade union representation at staff / line manager meetings

The next meeting of the JNC Academic has yet to be scheduled.

4.2 JNC Professional Services

A JNC Professional Services meeting took place on 22nd January 2026. Discussion topics included:

- Professional Services Review. In particular, the trade unions requested an update on the on call proposals for the Estates teams which remained outstanding.
- National Disciplinary Policy and Model Procedure. The trade unions have been asked to provide feedback on the proposed clarification amendments which would assist with practical implementation within the College.
- Recruitment and Selection Policy and Procedure. The trade unions have been asked to provide feedback on proposed updates to this local policy.
- Line Manager Absence Guidance Documents
- Holiday Pay
- College Calendar 2026/27
- Internal publication of future JNC minutes was discussed and agreed.

The next meeting of the JNC professional Services is scheduled to take place on 25th February 2026.

5. Employment Tribunal Update

There are eight historic claims which remain sisted. Lawyers for the College and all claimants are actively working towards settlement of their cases. At the same time, a proposal has been developed by the College and accepted in principle by trade union representatives to ensure there is no future repetition of similar claims.

Elaine Turkington

College Registrar

February 2026



14.1 NCL Board

NCL Upcoming Events

March

3rd, 4th & 5th March Our Performing Arts department's production of *The Seagull*. [Tickets available here.](#)

13th–15th March Cumbernauld Creates Festival at Palacerigg Country Park, featuring an exhibition by NCL art students. [Tickets here.](#)

18th March Josh Littlejohn MBE — social entrepreneur, *Sunday Times* bestselling author, and homelessness campaigner who founded charity Social Bite — becomes an NCL Fellow at a special ceremony on Motherwell Campus.

29th March Coatbridge Day of Celebration. As part of our work with Coatbridge Community Board, there will be a showcase of the best of the college as we celebrate the next stage of the Coatbridge Community Garden project.

April

21st, 22nd & 23rd April Social Value Awards — NCL's annual celebration of staff who go above and beyond to help our communities.

May

12th May Motherwell Campus Recruitment Open Day

14th May Make-Up Artistry Showcase.

14th May Cumbernauld Campus Recruitment Open Day

19th May Coatbridge Campus Recruitment Open Day

Date TBC Formal Launch of the Scottish Institute of Dental Education.

June

Friday 5th June Singer and broadcaster Michelle McManus becomes a Fellow of the College at a special event on Coatbridge Campus.

Date TBC Opening of Blantyre Campus.



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Scheme of Delegation of The NCL Board

For Approval by the NCL Board 12 th March 2026

Scheme of Delegation of The Lanarkshire Board

Preamble

In accordance with paragraph 12(4) of the Further and Higher Education (Scotland) Act 1992 a Board may delegate the performance of any of their functions to their chair, to any Committee appointed by them or to any member of their staff.

In accordance with paragraph C. 8 of the Code of Good Governance for Scotland's Colleges, delegation of responsibilities from, and matters reserved to, the Board and its Committee must be clarified through a Scheme of Delegation including the functions delegated by the Board to the Chair, Committees, the Principal and the Governance Professional.

This Scheme of Delegation must be approved by the Board before it comes into effect, and any subsequent amendments must also be approved by the Board. The Board shall review this document at least every 3 years.

1 Authority Reserved to the Board

The Board may not delegate to Committees or individuals the undernoted matters:

- 1.1 determining the objectives of the Board
- 1.2 borrowing money (other than overdraft facilities within the Principal's delegated authority) and, in connection with such borrowing, granting securities or indemnities. Any such borrowing, granting securities or indemnities must comply with Section 12.7(a) of the Further and Higher Education (Scotland) Act 1992
- 1.3 final approval of the College's Strategic Plan and Regional Outcome Agreement
- 1.4 approval of the year-end annual report and accounts
- 1.5 approval of the annual budget
- 1.6 approval of financial forecasts prior to submission to the Scottish Funding Council
- 1.7 final consideration of the Annual Audit Report
- 1.8 approval of the strategic risk register
- 1.9 acquisition and disposal of property, subject to approval of the Scottish Funding Council
- 1.10 appointment of Board members, in accordance with the Further and Higher Education (Scotland) Act 1992 and the College Sector Board Appointments: 2014 Guidance
- 1.11 appointment and removal of the Principal
- 1.11.1 appointment and removal of the Governance Professional (in accordance with paragraph D. 14 of the Code of Good Governance for Scotland's Colleges)
- 1.12 delegation of functions of the Board including remits of Committees and this Scheme of Delegation
- 1.13 the making, amendment and revocation of the Standing Orders of the Board

2 Delegation to Committees

- 2.1 In accordance with paragraph 13 of the Further and Higher Education (Scotland) Act 1992, the Board may establish Committees for any purpose and any such Committee may appoint Sub Committees.
- 2.2 In accordance with paragraph C.8 of the Code of Good Governance for Scotland's Colleges, the minimum Committees required are Audit, Remuneration and as appropriate

Nominations/Appointments.

- 2.3 Each Committee and Sub Committee shall have a clearly defined remit which shall clearly set out the duties and responsibilities delegated. The remit must be approved by the Board. The Committee may suggest amendments to the remit, but any amendments must be approved by the Board before they are implemented.
- 2.4 The Board may delegate tasks or pieces of work to a specific Committee, and this shall be clearly detailed within the minutes of the appropriate meeting.
- 2.5 The Board reserves the right to review the Committees required and the authority delegated to them as and when it deems it appropriate to do so.
- 2.6 The minutes of each Committee meeting will be submitted to the Board for information at its next meeting. In addition, the Committee Chair shall give an update to the Board on key issues where requested to do so.
- 2.7 A committee or sub- committee will be a standing committee to conduct specific delegated business of the Board or a Committee. A specific piece of work or review on behalf of the Board or a Committee would be through a short life working group. Such groups will be clear in their title and in their remit with each being approved by the Board or relevant Committee and meetings will be recorded and reported to the Board or relevant Committee.
- 2.8 The Board has approved the remit for a Chairs' Committee as follows:

There are strategic issues which are time critical that arise between Board meetings particularly in periods of rapid change. The NCL Board has recognised the continuing need for an additional mechanism to best support financial planning, to facilitate and enable quick response to rapidly changing positions and to ensure the best benefit for the college and the communities of Lanarkshire. The Board has delegated authority to a Chairs' Group which comprises the Chair of the Board, the Senior Independent Member (SIM) and the Chairs of the Committees with reports on decisions coming to the next meeting of the Board.

3 Delegation to Chair of the Board

The Chair must abide by the terms and conditions of their appointment by Scottish Ministers in leading the Board and ensuring its effectiveness, and in exercising any delegated authority. The Chair is authorised to:

- 3.1 exercise judgement in the event of a need for an urgent decision during the period between Board meetings, such that:
 - 3.1.1 an extraordinary Board meeting is called in the case of material decisions;
 - 3.1.2 a meeting of the Chairs' Group is called which has delegated authority on decision making from the Board
 - 3.1.3 a proposal is circulated by email (in accordance with the Standing Orders) and the decision is homologated at the next Board meeting
 - 3.1.4 to make the required decision, subject to homologation at the next Board meeting.



- 3.2 in the absence of the Principal, act in the Principal's stead in fulfilling as required any essential function that may not be delegated to the Vice Principal or another member of the Executive Team, with due regard to any relevant provisions of the Financial Memorandum with Fundable Bodies in the College Sector.
- 3.3 after a period of four weeks' unplanned continuous absence of the Principal, designate the Vice Principal as the accountable officer for the duration of the Principal's absence, ensuring that the Board and the Scottish Funding Council are advised of such absence at the earliest opportunity.
- 3.4 on behalf of the Board, sign and date the College's Annual Report and Accounts, after Board approval, and other documents as may be required.
- 3.5 represent the Board within the College and externally.
- 3.6 monitor, review and record the Principal's performance at least annually against performance measures agreed by the Board.
- 3.7 monitor, review and record the Governance Professional's performance at least annually against performance measures agreed by the Board.
- 3.8 ensure each Board member participates in an annual development meeting, facilitated either by the Chair or Vice Chair.
- 3.9 initiate action further to a decision of the Board to take disciplinary action against, or suspend, the Principal or Board Secretary.
- 3.10 initiate action further to a decision of the Board to appoint a new Principal or Board Secretary.

4 Delegation to the Vice Chair

The Vice Chair is authorised to:

- 4.1 act on behalf of the Chair if the Chair is absent for any reason.
- 4.2 facilitate any annual development meetings with Board members as requested by the Chair.

5 Delegation to the Senior Independent Member

In accordance with the Code of Good Governance for Scotland's Colleges, the Board is required to appoint a Senior Independent Member (the Senior Independent Member is authorised to:

- 5.1 serve as an alternative channel where the normal channels of Chair, Principal or Board Secretary have failed to resolve an issue or would be inappropriate.
- 5.2 lead the annual process to evaluate the performance of the Chair.

6 Delegation to the Principal

The Principal is directly accountable to the Scottish Funding Council as Chief Executive for the proper use of public funds and the compliance of the College's operations and reporting arrangements within the Financial Memorandum. The Principal is authorised to:

- 6.1 ensure the effective academic, corporate, financial, estate and human resource management of the College, including the maintenance of good order and discipline.
- 6.2 authorise any expenditure in the pursuance of legitimate College responsibilities, in accordance with the College's financial regulations.
- 6.3 take such measures as may be required in emergencies, where possible in consultation with the Chair of the Board, subject to homologation at the next meeting of the Board.
- 6.4 delegate responsibilities to members of staff for the exercise of particular functions, whilst retaining ultimate responsibility to the Board for reporting on, and for performance against, the College's strategic objectives and targets.

7 Delegation to the Governance Professional

The Governance Professional is authorised to:

- 7.1 administer and retain the appropriate records of all Board and Committee business.
- 7.2 undertake appropriate actions to ensure that the Board is sufficiently informed of its legal and regulatory obligations.
- 7.3 administer staff elections to the Board and act as returning officer where appropriate.
- 7.4 serve as a conduit for communication as appropriate between Board Members the Chair, Vice Chair, Principal and Senior Management Team of the College.
- 7.5 act as Standards Officer in accordance with Advice on the Role of a Standards Officer (issued by the Standards Commission for Scotland).



**NEW
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Standing Orders of The NCL Board

For approval by the Board on the 16th March 2026.

Standing Orders of The Lanarkshire Board

Preamble

In accordance with paragraph 11 of Schedule 2 of the Further and Higher Education (Scotland) Act 1992, a Board may regulate their own proceedings and those of any Committee appointed by them.

The purpose of these standing orders is to ensure the orderly and effective conduct of the meetings of the Lanarkshire Board.

1 Meetings of the NCL Board and Committees

- 1.1 The NCL Board shall hold as many Board and Committee meetings as may be necessary for the performance of its functions and at such times, places and frequency as the Board determines. Normally the Board and its Committees shall meet at least four times per year (except for the Nominations and Search Committee, the Remuneration Committee and the Chairs' Group which shall meet as required).
- 1.2 The Board Secretary shall, with the agreement of the Chair, produce an annual programme of meetings which shall be presented to the Board no later than October of the preceding academic year.
- 1.3 Extraordinary meetings may be called on the instructions of the Chair or by agreement by a majority of members.

2 Quorum and Voting Rights

- 2.1 The quorum for a meeting of the Board shall be no less than 50% of the members entitled to vote at such a meeting. The quorum for the committees is set out in the Terms of Reference for each committee.
- 2.2 If a meeting does not have a quorum of members present 15 minutes after its scheduled start time or falls below having a quorum of members present part way through, the Chair shall have the power to either adjourn the meeting to a new date and time, or to proceed with the agenda, ensuring that any substantive discussion or decisions taken are endorsed by members at the next meeting of the Committee or the full Board, whichever is the sooner.
- 2.3 If the Chair of the Board or Committee is not present at any meeting, the Vice Chair shall assume that role. Where the Vice Chair is not present, members shall choose a non-executive Board member with voting rights to be Chair of that meeting.
- 2.5 A question on which a vote is required shall be determined by a majority of votes of the members of the Board present and voting on the question and, in the case of an equal division of votes, the Chair of the meeting shall have a second or casting vote.
- 2.6 Only matters identified on the agenda as requiring a decision shall, if consensus is not possible, be decided by vote.



2.7 In exceptional circumstances, such as for matters requiring urgent attention, and when the approval of the Board is required, decisions can be taken by written procedure. That is, decisions can be taken without calling a physical meeting of the board. In such circumstances for a decision to be deemed to be taken:

- the Governance Professional shall email all Board Members outlining the decision required, together with relevant briefing information
- the Governance Professional shall ensure that a deadline for response is clearly specified and Board members shall endeavour to respond within that timeframe
- at least 50% of the members entitled to vote on the decision must have replied and approved the decision
- any decisions taken in this way shall be noted at the next relevant meeting of the Board or Committee.

3 Attendance at Board and Sub Committee Meetings

- 3.1 The Governance Professional shall have oversight of all Board and Committee meetings in order to ensure meetings are conducted in accordance with legislation and these standing orders, and in order to ensure a record is kept of proceedings.
- 3.2 It shall be a matter for the Chair to determine whether College employees or other individuals should be invited to attend any Board or Committee meeting in an advisory capacity. Where invited to do so by the Chair, these employees or individuals may contribute to the discussion at the meeting, but may not vote or contribute to any final decision being taken.
- 3.3 The Board may decide to meet privately with only non-executive members being present. In these circumstances the Governance Professional shall be present at the meeting unless requested by the Chair to leave. Where the Governance Professional is requested to leave, there must be a clear and specific reason for this recorded in the minutes and the Chair shall ensure that appropriate arrangements are made for recording the discussion and any decisions taken at the meeting in the minutes.

4 Disclosure of Interests

- 4.1 Where any member becomes aware of a potential conflict of interest that may arise during a particular meeting, they must declare this and withdraw from the meeting during this item's consideration and will have no entitlement to vote on the matter. Guidance on Declaration of Interests is given in the Code of Conduct for Members of the Board.

5 Agenda

- 5.1 The Governance Professional in consultation with the Chair and Principal or relevant Vice Principal shall prepare the draft agenda. Other members may place an item on the agenda for discussion by submitting this to the Governance Professional no later than 10 working days in advance of the meeting. The Chair shall have the final say in whether or not any item is placed on the agenda.
- 5.2 All matters for consideration by the Board or Committee shall be clearly identified on the draft agenda as to whether it is for decision, discussion, noting or for information purposes.

5.3 The NCL Board and its Committees

5.4 All business at Board and Committee meetings shall be conducted through the Chair by members indicating to the Chair that they wish to speak. The Chair shall be heard without interruption.

5.5 The Chair shall be responsible for the general conduct of the meeting to preserve order and to ensure that every member has the opportunity to contribute.

6 Board and Committee Papers

6.1 Board and Committee papers may be submitted by the Principal or by any other employee, with the approval of the Principal.

6.2 The Governance Professional shall ensure the circulation of papers to Board or Committee members at least 5 working days prior to the meeting. Where this timescale is not possible, the Governance shall advise members of this and advise of the reason for the delay and when papers might be expected.

6.3 Board members shall treat all Board business (including but not limited to papers and discussions at meetings) as confidential and shall not discuss or reveal the contents of these without the prior and express permission of the Chair. Members are also reminded of the requirements of confidentiality as detailed in the Code of Conduct.

7 Minutes of Board and Sub Committee Meetings

7.1 In addition to the business on the agenda, the minutes shall include a record of those members present and employees or individuals in attendance for all or part of the meeting, and actions arising from business discussed.

7.2 Draft minutes shall be prepared for the Chair's approval normally within 10 working days of the meeting and shall be labelled "draft".

7.3 Once agreed by the Chair, minutes shall be circulated to members normally within 15 working days of the meeting and shall be labelled "unapproved circulated".

7.4 The minutes shall be approved by the full Board or Committee at its next meeting

7.5 The Governance Professional shall be responsible for ensuring that a final copy of the minutes is securely retained.

7.6 In the event that extraordinary business is being transacted and additional meetings are being arranged, the timescales for preparing minutes shall be adjusted to ensure their availability for approval at the next meeting.



8 Establishment of Committees

8.1 The Board may establish Committees:

- (a) to assist and advise the Board on matters relating to any of its functions or on such matters as the Board may from time to time determine, or
- (b) to perform such functions of the Board as may be delegated by it from time to time.

8.2 A Committee shall consist of a Chair and such number of other members as the Board may determine.

8.3 The Board may co-opt non Board members to any committees established, but these co-opted members shall have no entitlement to vote.

8.4 Prior to the establishment of any Committee, the Board shall approve its remit and membership. Members of the committee may consider and review its own remit, but any changes shall require the approval of the Board. A committee may establish a sub-committee.

8.5 A committee or sub- committee will be a standing committee to conduct specific delegated business of the Board or a Committee. A specific piece of work or review on behalf of the Board or a Committee would be through a short life working group. Such groups will be clear in their title and in their remit with each being approved by the Board or relevant Committee and meetings will be recorded and reported to the Board or relevant Committee.

9 Suspension of Standing Orders

Standing Orders may be suspended when the Chair and at least two-thirds of the members entitled to vote agree to such a motion.