



Agenda – NCL Board Resources and General Purposes Committee

Monday 23rd February 2026 - 3.00 pm. Face to face Cumbernauld Campus and via Teams

- 1. Chair's welcome**
- 2. Apologies for Absence**
- 3. Declarations of Interest**
- 4. Minutes of meeting of 17th November 2025 (FA) Minutes Posted- KF**
- 5. Matters Arising (FI)**
 - 5.1 AMCOL Memorandum and Arts Verbal Update –ET**
 - 5.2 SFC Clarification re disposal of assets Verbal Update - LM**
- 6. Cumbernauld Nursery Update (FI) Verbal Update – JL**
- 7. College Registrar's Report (FI) Papers Posted – ET**
- 8. NCL Estates Update (FI)* Papers Posted - RG**
- 9. ICT Update (FI)* Papers Posted – RG**
 - 9.1 ICT Update**
 - 9.2 Information Systems Report**
- 10. NCL Health and Safety Report (FI) * Paper Posted – ET**
- 11. Brand Update (FI) Paper Posted – ES**
- 12. NCL College Update (FI) Verbal Update – JL/RG**
- 13. Chair's Update (FI) Verbal Update - KF**
- 14. Horizon Scanning –Strategy 2030 update (FI) Update – CM**
- 15. RGP Committee Business Papers Posted- KF/BS**
 - 15.1 Terms of Reference of the RGP and Finance Committees (FR)**
 - 15.2 External Evaluation (FI)**
 - 15.3 Self- Evaluation Framework**
 - 15.4 Committee Self- Evaluation Questionnaire 2026 (FA)**
 - 15.5 Board Development Plan (FI)**

FI = For Information FA= For Approval FR= For Recommendation: *= non- disclosable: # = future publication
Name Key: JL = Jennifer Lowe Deputy Principal RG = Ronnie Gilmour Deputy Principal CM= Christopher Moore;
WM= William McCallum: ET= Elaine Turkington KF = Keith Fulton; BS = Board Secretary: PN = Penny Neish FC=
Fiona Curran; JM= John Morrison.



16. AOB
17. Approval of publication of the papers from this committee (FA) Board Secretary
18. Date of Next Meeting New College Lanarkshire Board: the scheduled date for the next meeting is 3 pm 18th May 2026 at the Motherwell Campus.

FI = For Information FA= For Approval FR= For Recommendation: *= non- disclosable: # = future publication
Name Key: JL = Jennifer Lowe Deputy Principal RG = Ronnie Gilmour Deputy Principal CM= Christopher Moore;
WM= William McCallum: ET= Elaine Turkington KF = Keith Fulton; BS = Board Secretary: PN = Penny Neish FC=
Fiona Curran; JM= John Morrison.

Minute: NCL Resources and General Purposes Committee (RGP)
15.00 on 17 November 2025 at Cumbernauld Campus and via Teams

Present: Keith Fulton (Chair), Christopher Moore, Lisa Reid

Apologies: David Alves

In attendance: Ronnie Gilmour, Jennifer Lowe, William McCallum, Elliot Scott, Ronnie Smith, Elaine Turkington, Diane McGill, Penny Neish

1. Chair's welcome

Keith Fulton (KF) opened the meeting and welcomed Lisa Reid to her first meeting of the RGP Committee.

2. Apologies

As noted above.

3. Declarations of Interest

Jennifer Lowe declared that she is Chair of the Cumbernauld Nursery Board. Ronnie Smith declared his place on the Board of AMCOL.

4. Minutes

Minutes of the RGP meeting of 8 September 2025.

The minutes were agreed.

5. Matters arising:

There were no matters arising which were not included in the agenda.

5.1 Update on BTO: KF reported the agreement has been signed off and the sum agreed received by NCL.

Note: 2nd paragraph redacted.

5.2 AMCOL Nursery Update: Elaine Turkington (ET) reported that work on the new Memorandum and Articles is ongoing and that she will keep the RGP informed of progress.

5.3 SFC clarification of the disposal of assets: As previously agreed, Ronnie Gilmour (RG) had sought clarification from SFC at the last quarterly meeting, however, SFC were unable to give assurance on the precise application of this Scottish Government policy around how it works such as what proportion colleges could keep, and over which period of time (financial year, tax year, if disposing of more than one asset would they be viewed as one transaction, etc). KF said that the RGP should remain aware of this unsatisfactory situation and press SFC again for clarity.

5.4 Lead Committee discussion

KF reported that this discussion had yet to take place.

Action: *Further discussion on which committee takes the lead when both resources and finance are key. Chair, Board Secretary, KF and Paula Blackadder (chair of the Finance Committee)*

6. Cumbernauld Nursery Update

JL spoke to her paper and highlighted:

Occupancy:

- there are waiting lists for spaces in both under 3 groups;
- the number of parents requesting extended hours/weeks is now over 50%;
- 24 children attended during non-term time week in October;
- The 3-5 room numbers will continue to increase with further intakes for council funded children in January and April 2026.
- This will increase occupancy to 93% by April 2026.
- Local Authority funded applications for the forthcoming year are now active and a number of applications have already been received.

Student Funding:

- At present there are 15 students who have secured childcare totalling £137k. With a significant number of student funding forms still to be submitted it is anticipated that the total of £137k will increase.

Curricular Update:

- The nursery is developing a calendar of curricular events in collaboration with students and staff from NCL. This initiative will feature activities on brain health, oral health and STEM learning.

Marketing:

- The nursery is working with the NCL Brand Team to showcase the nursery in a wide variety of ways.

Financial position:

- The result for 2024/25 was a deficit of c£16k against a budgeted deficit of c£24k. This is a significant improvement on the position in 2023/24 where there was a deficit of £158k.
- The budget for 2025/26 is based on 70% occupancy, with an operating surplus of c£61k predicted, inclusive of central overhead costs a deficit of c£19k is expected. NCL is working with the nursery looking at central overheads so the figures could change.

CM said that the nursery had made significant progress and KF commented that the nursery was now in an excellent position. Ronnie Smith (RS) acknowledged the improvement in the nursery's position but was cautious about the sustainability of the current levels of energy and enthusiasm to maintain such good progress. KF said that he thought the current culture within the nursery was more positive and added that it was a challenge for the Board to ensure the levels of enthusiasm are maintained.

JL said that a sense of real leadership is emerging among the nursery staff and parents.

7. College Registrar's Report

ET spoke to her paper:

- **NCL Strategy 2030:** a detailed presentation was made to the Board at the Strategy Day on 3 November. This was well received. Feedback and comments are being incorporated into the final version which will go to the next meeting of the NCL Board on 8 December.
- **Voluntary Severance Scheme:** following discussion by the Board on NCL's plan to address the predicted budget deficit for AY 2025/26, a self-funded VS scheme was opened to all staff from 20 October to 3 November. To date the college has accepted applications from 10 academic staff and 3 professional services staff. 2 staff will leave at the end of November and 11 will leave at the end of January resulting in a saving of £530k which with oncosts increases to £954k savings in 25/26. This equates to 10 FTEs.
- **Professional Services Review:** ET said there had been no further feedback from the trades unions; the review is therefore considered complete.

- **College Employers Scotland (CES):** The Executive Committee of EIS-FELA approved the draft of the revised NRPA in October. The final draft document has been shared with Unison, Unite and the GMB. Unison and Unite have confirmed their agreement. There has been no response from the GMB.
- **Support staff pay claim:** Following further pressure from Unison and Unite, the Scottish Government has approved additional funding of 1.2% to allow a formal pay offer to be made. There are no details on the sum of money represented by 1.2%.
- Unison has opened a ballot with its members recommending acceptance, and Unite are in the process of doing the same. The GMB is discussing the pay offer with their members.
- **Job Evaluation:** NCL is gathering information on how many jobs/roles have changed/been removed over the period and have submitted a first draft to CES. A lot of work still requires to be done on this project. There is no further update on the business case required by SFC.
- **Employment Tribunal:** Through the good offices of Unison, 6 of the now 8 cases involving NCL have offers on the table. Responses from the individuals are awaited. 2 additional cases have emerged which are in process. NCL is going to develop a new policy on overtime and TOIL for all unions.

8. NCL Estates Update

RG invited William McCallum (WMcC) to speak to his paper: As Head of Estates WMcC has engaged with SFC, SFT (Scottish Futures Trust) and AtkinsRealis to discuss Phase 2 of the Infrastructure Investment Plan on the requirements for 26/27 which are to refine Baseline 2024 data and streamline project processes. This Plan has 3 main pillars:

- Maintenance
- Effective use of property (shared spaces)
- The rationalisation of Scottish public sector estate

There are additional pressures to be considered including the need to comply with Martyn's Law [Terrorism (Protection of Premises) Act 2025], in the next 12 to 18 months against a background of no funding. WMcC said there was a need to achieve a balance between health and safety, business continuity and Martyn's Law on security. One possible approach is to examine what current technology can provide before committing to additional costs.

RG gave credit to the staff for achieving the award of £270k which amounted to 7% of the funds available from the Scottish Government.

KF asked about budgets noting that, previously for example, high property maintenance budget funds had been made available for ICT. However, this was not now the case and he asked how NCL could get funding for such projects in the future. RG commented that SFC had hinted, but not yet confirmed, that there may be some flexibility. NCL is waiting for further information.

Motherwell cladding, render and related issues:

The report from AtkinsRealis on options to address the cladding and render issues at Motherwell Campus has been received and will form the basis of the prioritisation of remedial works to the Teaching and Workshop buildings. The report discussed 3 options:

1. Repair
2. Partial replacement
3. Full replacement which would cause major disruption to the college

Taking into account other potential difficulties, AtkinsRealis' recommendation was to progress Option 3, this over one of two formats:-

- i) a single, start to finish phase costing c£4.3m, or
- ii) a longer five phase 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 AtkinsRealis report, was to continue with the netting currently in place and continuing the regular checks and maintenance.

WMcC suggested that he could put in a further bid to the Emergency Maintenance Fund.

CM advised that another college was seeking funding from SFC to address cladding issues and he and WMcC agreed to seek further information on this before approaching SFC.

Action: CM and WMcC to seek information on cladding issues being dealt with elsewhere in the sector.

Sustainability: A Sustainability Lead has now been appointed. This will strengthen the NCL Estates Department and accelerate the work on the Net Zero Roadmap, energy and waste management and other targets embedded in Strategy 2030.

The Public Bodies Climate Change Duties Report 2024/25 has been completed and submitted.

Resources: The Estates Department is in the process of recruiting a Maintenance Co-ordinator for the Motherwell Campus, which is large and complex and requires the full time presence of a competent resource.

Procurement, Funding and Finance: Estates applied to the SFC Emergency Capital Maintenance Fund for £310k address issues in the Rotunda and the Teaching Block. The £270k funding allocated will enable NCL to address faulty windows in the Teaching Block and patch and paint the Rotunda.

Projects: The Curriculum Development requests from academic heads have been completed, but further improvements and upgrades will be required next year. The capital emergency works will be a focus over the coming quarter with a progress report to be submitted to SFC in March 2026. The implications on security of Martyn’s Law are far reaching. Discussions with Health and Safety are ongoing.

9. ICT Update

9.1 ICT Update

RG spoke to John Morrison’s paper and highlighted:

Cyber security: 40% of the college desktop and laptops have had the hard drive encryption policy applied. Work is progressing to apply the policy to all college computers capable of supporting encryption. This will help to protect the college data from unauthorised access in the event a computer is lost or stolen.

Teams Telephony: This is now working, although some testing and training has yet to be completed. It is envisaged that this will take place in the New Year and that the new system will go live in April 2026.

9.2 Information Systems Report

RG spoke to Allan Forsyth’s paper:

Staff Development Portal: This was launched in October. Feedback from staff has been very positive.

Budget Reporting/Creating: Significant progress is being made on this project which currently stands at 80% complete. This will give access to Tech1 to budget holders to enable them to extract data in easy format.

10. **Health and Safety Report**

ET spoke to Fiona Curran's paper:

- No new cases reported.
- Safeguarding issues were being addressed and policies put in place following a missing supported learning student – case reported in September 2024 – a support worker had not followed up.
- Legal compliance: The HSW team have been delivering PEEP sessions and evacuation chair training to staff and support workers. NCL has replaced all evacuation chairs on the Motherwell Campus and engineering block with the same model of chair (there were previously 4 types).
- The SLWG for Martyn's Law has met and is seeking to identify any gaps in current provision. Awareness training has been identified and will be available through the Staff Development Academy for completion by the end of the March 2026.

11. **Brand Update**

Elliot Scott (ES) spoke to the Brand dashboard provided: The current issue covers the period August to October 2025 and includes information on upcoming events in 2026. ES advised that recruitment was underway for additional staff for the Brand Team.

12. **Information Governance Update**

ET spoke to Lorna Miller's paper: In the reporting period April/September 2025 a total of 13 personal breaches had been notified to the Data Protection Officer; none were reportable to the Information Commissioner. Following investigation, the main cause of these breaches was emails being sent to the incorrect recipient or with an incorrect attachment. NCL continues to include reminders in staff communications and through the elearning training module.

FOISA (Freedom of Information Subject Access Requests); During the reporting period one subject access request response had been late. It was discovered that the information was held by an individual who was not contactable. Since then, it has been agreed that this type of information will be held by Heads of Department for easier access.

13. **NCL College Update**

JL reported:

- in partnership with Alzheimer Scotland NCL launched the Brain Health Scotland Centre for Health and Social Care in October. JL said that staff and students at NCL were being encouraged to engage with this initiative and take the brain health unit.
- A range of projects and courses on brain health are in development.
- Further successes for NCL include the independent writing of SCQF units and the improvement in the retention rates in the Undergraduate School.

RG reported to SFC:

- The number of full time students had increased by over 22% from 5228 in 22/23 to 6391 in 25/26.
- The number of full time programmes had increased by 28% from 225 to 378

Ronnie Smith (RS) said that this was an enormous shift and was a testament to the hard work of the staff and senior team.

14. Chair's update:

KF reported that he had been involved in:

- Meeting with College Employers Scotland (CES) and, separately, with Colleges Scotland;
- Conclusion discussions with BTO regarding the Motherwell Campus settlement agreement, as well as considerations about the AtkinsRealis options report; and
- The Strategy 2030 day with Board members of NCL.

15. Horizon scanning

CM advised that following the presentation of the draft Strategy 2030, Board feedback would be incorporated into the final version which will go to the Board meeting on 8 December, one such item would be further detail on the Memorandum of Agreement with UWS.

CM informed the RGP that JL and ES would be meeting with the new CEO of NHS Lanarkshire on developing a working partnership.

KF commented on the very positive feedback from Board members on the usefulness of the Strategy 2030 event at Blantyre.

16. AOCB

Disposal of Coatbridge Nursery land

KF asked RG for an update on the current position. RG advised that the selling agents had advised that the under bidder remained interested and were working with their clients to take this forward. The agents expected to be able to come back to NCL in November with an update but so far there had been no further contact.

17. Approval of papers for publication:

- i) Agenda for RGP 17 November 2025
- ii) Notes of the meeting of the RGP on 8 September 2025
- iii) Cumbernauld Nursery Update
- iv) College Registrar's Report
- v) Brand Update

18. Date of next meeting: 23 February 2026 at 15.00 at Cumbernauld Campus and via Teams.

APPENDIX 1 - CUMBERNAULD NURSERY PROVISION

	Annual - Aug24 to Jul25				Year to Date - Aug to Dec25			Annual
	Actual 2023/24	Budget 2024/25	Actual 2024/25	Variance 2024/25	Budget 2025/26	Actual 2025/26	Variance 2025/26	Budget 2025/26
Academic Year	2023/24	2024/25	2024/25	2024/25	2025/26	2025/26	2025/26	2025/26
No. of Weeks Provision	38	45	45		50	50		50
Nursery Opening Hours	0830-1630	0800-1800	0800-1800		0800-1800	0800-1800		0800-1800
Hours per Week	40	50	50		50	50		50
Occupancy level (based upon hours)	52%	65%	62%	-3%	70%	63%	-7%	70%

Income	302,973	498,697	478,108	(20,589)	226,533	239,583	13,050	543,680
Staffing	352,658	394,335	384,119	10,216	178,341	170,189	8,152	443,407
Supplies/Services Expenditure	23,684	43,469	32,363	11,106	18,254	12,514	5,740	39,150
Total Expenditure	376,342	437,804	416,482	21,322	196,595	182,702	13,893	482,557
<u>Surplus/(Deficit)</u>	(73,369)	60,893	61,626	733	29,938	56,881	26,943	61,123
Surplus/(Deficit) as a % of income	-24%	12%	13%		13%	24%		11%
Allocation of Central Overheads	84,872	84,872	77,872	7,000	33,420	33,420	-	80,208
<u>Surplus/(Deficit)</u>	(158,241)	(23,979)	(16,246)	7,733	(3,482)	23,461	26,943	(19,085)
Surplus/(Deficit) as a % of income	-52%	-5%	-3%		-2%	10%		-4%

Staffing FTE		11.12	10.88	0.24	11.57	11.06	0.51	11.57
--------------	--	-------	-------	------	-------	-------	------	-------

Occupancy comparative based on places

	Aug-23	Aug-24	Oct-24	Apr-25	Sep-25	Nov-25	Jan-26
0 - 2	83%	97%	100%	100%	97%	100%	97%
2 - 3	56%	97%	100%	100%	100%	100%	100%
3 - 5	32%	54%	57%	81%	76%	77%	83%
Whole Nursery	40%	63%	68%	86%	82%	84%	85%

Current Intake @ 30/04/2025

Student Funding Only - 10 children
Student/Council - 5 children
Council Funding Only - 29 children
Council/Private – 11 children
Private Only - 21 children
Council/Student/Private – 2 children

Current Intake @ 03/11/2025

Student Funding Only - 13 children
Student/Council - 4 children
Council Funding Only - 23 children
Council/Private - 7 children
Private Only - 24 children
Council/Student/Private - 2 children

Current Intake @ 31/01/2026

Student Funding Only - 13 children
Student/Council - 3 children
Council Funding Only - 28 children
Council/Private - 10 children
Private Only - 19 children
Council/Student/Private - 2 children



Circular STS 01/25 – Support Staff Pay and Terms and Conditions Agreement 1 September 2025 – 31 August 2028

Technical Implementation Note

1. Pay

Year 1 – 1 September 2025 – 31 August 2026

A consolidated award of **4.25%** on all salary points for support staff, with an underpin of £1,150 for salaries up to £27,000 (FTE), effective from 1 September 2025.

Year 2 – 1 September 2026 – 31 August 2027

A consolidated award of **3.4%** on all salary points for support staff, effective from 1 September 2026.

Year 3 – 1 September 2027 – 31 August 2028

A consolidated award of **3.0%** on all salary points for support staff, effective from 1 September 2027.

Support staff who have left the sector between 1 September 2025 and the date of issue of this Circular, who have not received the Pay Award, will be entitled to the part of the Pay Award relating to the period up to the date of termination of their employment. Such individuals will be required to write to their former college and request payment.

Support staff who have left on or after 1 September 2025 or agree to leave by the date of this agreement on a voluntary severance basis will have their settlements adjusted accordingly and the relevant pension scheme advised as appropriate.

The Real Living Wage rates for 1 April 2026 have already been implemented. Where individuals have already received Living Wage over and above their current scale point, this will be offset against the pay increase.

Colleges should aim to apply the Pay Award in the earliest possible pay period.

2. Terms and Conditions

Overtime Rate

The employers agree to an increase in the salary level at which overtime is paid to £44,000 from 1 September 2025 – 31 August 2026. From the 1 September 2026, this will increase in line with agreed Pay Awards.

If or when the salary level falls within a single grade band, all salary points within that single grade band will be eligible for overtime payments.

Appendix 1

Standby Allowance

The employers agree that employees on a locally agreed standby rota will have the payment increased to £120 per week.

3. Organisational Change

A commitment by the Joint Secretaries to complete a final draft Organisational Change Guidance document by **31 December 2025**.

4. General

This Agreement will apply in its entirety to colleges who are signatories to the National Recognition and Procedures Agreement (NRPA). For colleges who are not signatories to the NRPA, the recommendation from the NJNC is that college boards shadow this Agreement and apply the terms of this Agreement.

Clarification

If any clarification is sought this should be directed to the Joint Secretaries (ces@collegeemployersscotland.ac.uk or j.stewart@unison.co.uk). A joint response will be provided to all points of clarification.

8 December 2025



Support Staff Agreement – 1 September 2025 to 31 August 2028

The undernoted is a National Collective Agreement of the NJNC – Side Table (Support).

Pay

Year 1 – 1 September 2025 – 31 August 2026

A consolidated award of **4.25%**, on all salary points for support staff, with an underpin of £1,150 for salaries up to £27,000, effective from 1 September 2025.

Year 2 – 1 September 2026 – 31 August 2027

A consolidated award of **3.4%**, on all salary points for support staff, effective from 1 September 2026.

Year 3 – 1 September 2027 – 31 August 2028

A consolidated award of **3.0%** on all salary points for support staff, effective from 1 September 2027.

This equates to an **11%** cumulative increase over the three-year period.

Terms and Conditions

Overtime Rate

The employers agree to an increase in the salary level at which overtime is paid to £44,000 from 1 September 2025 – 31 August 2026.

From the 1 September 2026, this will increase in line with agreed Pay Awards.

If or when the salary level falls within a single grade band, all salary points within that single grade band will be eligible for overtime payments.

Standby Allowance

The employers agree that employees on a locally agreed standby rota will have the payment increased to £120 per week.

Notes:

1. The terms of this Agreement on Pay and Terms and Conditions will be applied pro rata for part time employees.
2. Non-NRPA colleges will be encouraged to shadow any agreement.
3. The employers maintain their accreditation to the Living Wage Foundation.

11 November 2025



Resources and General Purposes Committee – 23rd February 2026

Item 7 NCL College Registrar Update

This paper provides a summary of current and planned activity in the areas above to provide an update for the Resources and General Purposes Committee. 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

BRAND & COMMS DASHBOARD

NOVEMBER 2025 – FEBRUARY 2026

HIGHLIGHTS & PRIORITIES

- Visit of Further Education Minister Ben McPherson MSP
- Graduation
- Brain Health Week
- Christmas Celebrations
- STV coverage of NCL support for Data Cita AI zone in Airdrie
- Winning two CDN awards
- Strategy 2030 roadshows
- Shirley Manson Visit

BRAND

This quarter, we continued to promote our full-time and part-time course portfolio through engaging organic content, supporting recruitment and boosting brand awareness. We shifted focus to maximise internal video, optimising content for YouTube, TikTok and Instagram to leverage platform creator features effectively.

CREATIVE HUB

50 Projects

Creative work has focused on maximising brand engagement and effectively supporting key support services during this period to enhance retention efforts. Our in-house team completed creative projects for various college-wide campaigns, including the “I could be happy” recruitment campaign, Graduation digital and print materials and various videography work including, VANL partnership, Shirley Manson visit and Graduation recap.

SOCIAL MEDIA

Overview (excluding TikTok)

- Audience – 35,757 (11.2% increase)
- Post and Page Reach – 114,303 (18.2% increase)
- Profile and Page Impressions – 236,026 (18.2% increase)
- Average Post Engagement Rate – 5.3% (10.2% increase)



Facebook Followers

Most popular posts:

- Shirley Manson – Student interviews
- Sureserve Donation
- AHT Competition – Regionals



Most popular posts:

- Traitors Video Part 1 – 9.9k views

- Video Views – 81,000 (2,209.9% increase)
- Profile Views – 1,200 (998.2% increase)
- New Followers – 94 (9,300% increase)



Most popular posts:

- Alan Currie @ Royal Variety Performance
- Shirley Manson – Student interviews

COMMS

Media Coverage

Rock star Shirley Manson visits to support Music students picked up in National press.

Media Coverage of first UGS graduates
Lecturer Alan Currie performed on the Royal Variety show on ITV in December.

Internal Communications

Additional resource in the brand team has resulted in a jump in engagement in positive news stories on The Clan and 70% of staff reading Monday morning update emails, improving connections across the college. Average of 2.5 views per month of news on The Clan in December and January, up 25% on the 2025 average.

Community events

Brain Health week in December involved hundreds of staff members in various activities including yoga and quizzes. The annual children's Christmas party at Coatbridge was a huge success. The Strategy 2030 roadshows were very well attended through catch up week.

RECRUITMENT CAMPAIGNS

This quarter's recruitment campaign activity has been focused on planning, generating creative content for our full-time recruitment campaign. Key campaigns in development include:

- Full-time recruitment campaign
- This is Lanarkshire community campaign
- Apprenticeship campaign for Apprenticeship Week

Our approach has shifted from reactive to proactive, laying a strong foundation for effective, forward-thinking student recruitment. NCL's full-time campaign will launch in March.

EVENTS

Successfully hosted multiple events, driving engagement and enhancing visibility.

- 160th Community Day
- HEI Fairs
- DYW STEM Event (Motherwell)
- Brain Health Centre Scotland Launch
- NCL Graduations 2025
- Breaking the Cycle Conference
- Kids Christmas Party
- VANL MOU Signing
- Evening with Frank Pilkington

Upcoming events

- 26th Feb: Violence Against Women & Girls (Neil McMullen in partnership with Police Scotland)
- 4th March: Scottish Apprenticeship Awards – Motherwell Campus
- 4th March : Scots Law Book Launch
- 18th March: Fellowship Award for Josh Littlejohn MBE

The Lanarkshire Board

Externally Facilitated Effectiveness Review May 2025



Candy Munro
CDN Associate
candy.munro@btinternet.com
W: www.cdn.ac.uk

Contents

1	INTRODUCTION	3
2	EXECUTIVE SUMMARY	4
3	EFFECTIVENESS REVIEW AGAINST THE CODE FOR GOOD GOVERNANCE IN SCOTLAND'S COLLEGES	5
3.1	Leadership and Strategy.....	5
3.2	Quality of the Student Experience.....	6
3.3	Board Accountability.....	6
3.4	Board Effectiveness.....	7
3.5	Relationships and Collaboration.....	9
4	RECOMMENDATIONS.....	10
5	ANNEX 1	12
5.1	Document Review.....	12

1 INTRODUCTION

The Code of Good Governance for Scotland's Colleges (the Code) sets out the principles of good governance for colleges in Scotland. This review is against the 2024 Edition of the Code.

All colleges that receive funding from the Scottish Funding Council or a regional strategic body must comply with the Code as a condition of grant. Each board must state its adoption of the Code in its corporate governance statement contained within its annual financial statement.

The five principles set out in the Code provide a framework within which colleges are expected to develop their own policies and procedures.

The Code states that the college board must have in place a robust self-evaluation process. Para D. 24 states

'The Board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three to five years.'

'The Guide for Board Members in the College Sector' and the 'Board Development Framework' provide additional guidance for college board members and Governance Professionals.

Methodology

This external effectiveness review included a series of stages aimed at building up an overview of the board's effectiveness. The key elements of the review process were:

- Initial meeting with the Chair, SIM, Governance Professional and the Executive Advisor to the Chair to agree the scope of the review and the overall project plan
- Observation of the 17 March 2025 Board meeting
- Desk review of core governance documentation, including Board and committee papers, see Annex 1.
- Interviews with 12 Board members including the Chair, Vice Chair, SIM, both Principals, student, and staff members and each of the Committee Chairs
- Board survey to seek Members' views of governing processes
- Board workshop to review the conclusions and recommendations from the EER

2 EXECUTIVE SUMMARY

This is an external effectiveness review of the combined Lanarkshire Board (Regional Strategic Body) and the New College Lanarkshire Board (Regional College). Under the current structure South Lanarkshire College is assigned to the Lanarkshire Board.

The Lanarkshire Board (RSB) will be dissolved on 31st July 2025 by Scottish Government and New College Lanarkshire (NCL) and South Lanarkshire College (SLC) will become two distinct Regional Colleges.

The transition from a RSB to a smaller and simpler structure as a Regional College presents a range of opportunities for the New College Lanarkshire (NCL) Board to spend more time on strategic decision making, operate as a team, and continue to innovate and focus on the needs of NCL students.

The transition is being carefully planned. It will be important to ensure that the Board of NCL has the right number of members with the blend of skills and experience required by the college. This will require succession planning and building the 'new' Board as a team, which should be a priority.

This is a strong Board with an excellent range of skills and experience amongst the membership.

The launch of the NCL Strategy 2030 is an opportunity to harness the enthusiasm and commitment of the Regional College Board around the new strategic plan. Board members have been engaged in the development of the new strategic plan.

The Board benefits from strong leadership from an experienced and skilled Chair who encourages contribution from all members, builds consensus, and effectively sums up Board discussions and decisions.

There is a constructive working relationship between the Board and the executive team based on respect and a mutual understanding of each other's roles. This is an engaged and supportive Board.

Compliance with the Code of Good Governance is monitored and reported to the Board through a compliance checklist which is maintained by the Governance Professional.

3 EFFECTIVENESS REVIEW AGAINST THE CODE FOR GOOD GOVERNANCE IN SCOTLAND'S COLLEGES

3.1 Leadership and Strategy

This is a large and complex Board which has faced some significant challenges over recent years. Despite this the college has maintained a focus on the quality of the student experience and has continued to be innovative and develop new courses, and funding streams.

The Board is effectively led by a strong Chair, and high levels of satisfaction in the strategic leadership of the Board were expressed in the Board survey. Board culture is constructive, inclusive, value driven and transparent. Despite the size of the Board participation is encouraged from all members who feel that their contribution is valued.

Decisions are made in the spirit of collective responsibility and are effectively summed up by the Chair.

NCL members have been fully engaged with strategic planning and the development of the NCL 2030 Strategy which will launch in September 2025. Members participated in a strategy development day in February 2025, which involved agreeing a clear purpose for the college.

The strategic planning process has included consultations with trade unions and staff as well as external stakeholder engagement.

The Board should agree on a set of strategic KPIs to underpin the strategy. Members should expect to receive regular strategic business reports on progress against the agreed KPIs with a supporting narrative highlighting any variances and executive team interventions.

The transition to a smaller regional board and the development of the new strategy presents an opportunity to harness the enthusiasm and commitment of NCL board members around the strategic plan and the building of the 'new' board team.

3.2 Quality of the Student Experience

The quality of the student experience is clearly central to board discussions and decision making.

The Curriculum, Student Affairs and Outcomes Committee has oversight of the quality and inclusivity of student experience and ensuring that learning provision meets the skills requirements of both local and national economies. To ensure the student perspective is considered membership of the CSAO committee includes student members.

Reports are presented to the Curriculum and Student Affairs Committee and the Board from both NCL and SLC student associations. As part of the transition to the new structure, and in recognition of the importance of the student input, consideration should be given to moving the Student Association Report up the Board and committee agendas to be the first item after the minutes and declarations of interest.

Resources have been invested in a range of activities to support students and enhance the student experience, as well as improving retention of students at risk of leaving, such as the Wellness Academies.

The Undergraduate Programme, in partnership with the University of the West of Scotland, is evidence of an innovative approach which allows students to study a range of industry focussed degree programmes designed to meet specific skills needs in the region.

3.3 Board Accountability

The Curriculum, Student Affairs and Outcomes Committee monitors the delivery of the regional outcomes agreed with the SFC and reports back to the Board.

Board decision making is rigorous, properly informed, and timely. Board papers support effective decision making but can be lengthy, the volume of papers should be kept under review. All Board papers would benefit from a brief introduction highlighting the purpose of the paper and the Board action required, i.e. for decision, for discussion, for noting or other action.

Board and committee minutes should be more succinct, referencing the papers presented to the Board or committee, and recording the decisions made and agreed action points.

Finance committee and Board papers would benefit from greater structure, clarity, and narrative, especially for members who do not have a background in finance or accountancy.

The committee structure works well; all committees are effectively led by experienced and skilled Chairs and have an excellent range of skills and experience in the members. All committees have Terms of Reference which are updated and reviewed on a three yearly basis.

Committee Chairs provide feedback to the Board, highlighting any items that might require further discussion by the Board.

There is an appropriate level of trust in the committees to scrutinise and provide assurance to the Board.

There is an effective and mature relationship between the committee members and the senior staff that support the relative committees.

Co-ordination of the work of the committees is done through the Chairs Committee. To avoid any overlap or duplication the Chairs Committee should monitor which reports are submitted to each committee.

Consideration should be given to the ARC and Finance committee meeting, annually, to discuss issues that are common to the work of both committees.

Management of risk is robust, the Regional Strategic Risk Register is reviewed and updated on a regular basis by the Regional Strategic Risk Management Group and the Audit and Risk Committee. Any changes in the RAG status are highlighted for Board attention.

The Board has effective financial monitoring arrangements in place. However financial sustainability is an ongoing challenge and a concern for the Board and the college in the current financial climate.

New income streams such as the Undergraduate School have created additional income which have resulted in an improvement in the college's projections for the underlying operating position for 2024/25.

3.4 Board Effectiveness

The Board is effectively led by an experienced and skilled Chair who promotes an open and transparent culture and encourages effective contribution from all members. There is an appropriate balance of constructive challenge and support provided to the Principal and executive team.

There is an effective working relationship between the Chair, Principal, Governance Professional and the Advisor to the Chair.

The Board has appointed an experienced SIM who leads on the annual appraisal of the Chair.

The Board is well supported by an experienced Governance Professional who provides effective advice and support on the governance of the college.

New members receive induction training which includes meeting the Chair, Chairs of the committees and the opportunity for campus visits. Members are encouraged to participate in the CDN on-line Induction Module. A mentoring programme is also available and is valued by newer members.

All members have an annual appraisal meeting which provides an opportunity for members to consider their ongoing training and development needs.

The Board Development Plan is based on feedback from the annual self-evaluation and Board member appraisals. Members are encouraged to engage with training offered by CDN.

Understanding the external operating environment is important and members would benefit from the opportunity to hear directly from key stakeholders. Consideration should be given to introducing informal stakeholder engagement sessions before Board meetings.

The Code requires that the Board must keep its effectiveness under annual review and that there is a robust self-evaluation process in place. Members are asked to evaluate the performance of the Board and any committees they are members of. However, there does seem to be an element of 'survey fatigue' and concerns around the frequency that members are expected to complete questionnaires.

The self-evaluation process could be simplified by reducing the number of questionnaires and introducing a workshop-based approach to self-evaluation. These could be independently facilitated and would be aimed at producing more meaningful results based on discussion between members.

Rather than repeating the same exercise each year, annual self-evaluation could be achieved within the context of a three-year cycle of

- self-evaluation
- action planning and the production of the Board Development Plan,
- workshops to review progress review against the Board Development Plan and the identification of further areas for development to be included for the coming year.

This would provide a more dynamic and effective approach to annual self-evaluation, reduce 'survey fatigue' and present further opportunity board member engagement and team building.

3.5 Relationships and Collaboration

Stakeholder engagement has formed an important part of the strategic planning process and the development of the NCL Strategy 2030.

As noted above, members would benefit from the opportunity to hear directly from key stakeholders. Consideration should be given to introducing informal stakeholder engagement sessions before Board meetings.

The college has been innovative in its approach to partnership working as demonstrated by the development of the Undergraduate Programme in partnership with UWS.

4 RECOMMENDATIONS

1	Strategic KPIs - The Board should agree on a set of strategic KPIs to underpin the strategy. - Members should receive regular reports on progress against the agreed KPIs with a supporting narrative highlighting any variances and executive team interventions.
2	Build the new Board team - The transition to a smaller regional board and the development of the new strategy presents an opportunity to harness the enthusiasm and commitment of NCL board members around the strategic plan and build the 'new' board team. - Succession planning is important to ensure the Board, and the committees have the skills and experience required by the 'new' Board.
3	Student Association Reports to the Board As part of the transition to the new structure consideration should be given to moving the Student Report up the Board and committee agendas to be the first item after the minutes and declarations of interest.
4	Board and Committee Papers - Board papers can be lengthy; the volume of papers should be kept under review. Board papers would benefit from a brief introduction highlighting the purpose of the paper and the Board action required, for discussion, for noting or for decision. - Board and committee minutes should be more succinct, referencing the papers presented to the Board or committee, and recording the decisions made and action points. - Finance committee and Board papers would benefit from greater structure, clarity, and narrative, especially for members who do not have a background in finance or accountancy.

5	Committees • Consideration should be given to the ARC and Finance committees meeting, annually, to discuss issues that are common to the work of both committees. • To avoid any overlap or duplication the Chairs Committee should monitor which reports are submitted to each committee.
6	Board Member Development • Members would benefit from the opportunity to hear directly from key stakeholders. Consideration should be given to introducing informal stakeholder engagement sessions before Board meetings. • A key stakeholder mapping exercise would enable members to better understand the wider operating environment and support effective decision making.
7	Annual Board Self Evaluation • A more dynamic approach could be considered based on a three-year cycle of evaluation, as detailed above.
8	Website • Post dissolution, review the Board section of the college website to add biographies for all members and to ensure that all the governance documentation is up to date.

5 ANNEX 1

5.1 Document Review

1. New College Lanarkshire Code of Conduct
2. Scheme of Delegation and Standing Orders
3. Committee Terms of Reference, Structure and Membership
4. Review of Compliance with the Code: New College Lanarkshire/ The Lanarkshire Board
5. New College Lanarkshire 2023/24 Annual Audit Report
6. Lanarkshire Board Regional Financial Statements to July 2024
7. Board agenda and papers for December 2024 and March 2025 meetings
8. New College Lanarkshire Internal Audit 2021-22 - Corporate Governance & Risk Management April 2022
9. Lanarkshire Board Development Plan
10. Meet the Board
11. Regional Strategic Risk Report February 2025
12. Lanarkshire Board response to the consultation on the RSB dissolution.

Footnote

The reviewer would like to thank the Board Chair, Principal, members, and the Governance Professional for their assistance and insight with this external effectiveness review.



Board self-evaluation 2026

“The Board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness every three to five years.”

Extract from the Code of Good Governance for Scotland’s Colleges

Committees

Against the following background we are seeking the views of the members of the RGP Committee for the annual self-evaluation exercise for 2026. We propose to do this through discussion at the February meeting of the RGP Committee.

Self-evaluation report 2024

Resources and General Purposes Committee (RGP)

“Responses were mainly “1”s and “2”s though there were several “3”s. These were in relation to being forward looking and around engagement with strategic partners but also to regional aspects such as receiving reports from South Lanarkshire College, the assigned college, particularly around estates, although this is a function wholly within the remit of SLC, nevertheless the RSB, via the RGP, should receive reports of SLC estates activity as defined by the current legislation.

What have we done well in the last 12 months

- *Refreshed and renewed Committee membership as a result of successful recruitment of new Members to the Lanarkshire Board. To date the new Committee Members have contributed positively to the sessions and as they become more knowledgeable and versed in activities, subjects and their roles related to them, it is anticipated that this will develop further.*
- *The Committee, its Chair and its Members consider and make a significant contribution across a wide spectrum of College activities. This requires not only a solid knowledge base, but also a willingness to listen and to be as adaptable as possible to help ensure the best possible outcome for the College, its staff and its learners. Notwithstanding the current learning curve of new Members, I believe that the Committee makes an informed, appropriate and positive contribution to College “life”.*
- *The committee is open to discussion, it is open to listening to opinions in an open way. We are given all the relevant information and people are very open to communication and support when people are struggling with concepts. The education sector is different from commercial sectors and it can be challenging when you start to work within this environment, however people are very open and supportive to ensure information is made clear and informative to ensure everyone is able to support and openly offer opinions.*

Developments I would like to see in the next year:

- *From a wider perspective, we need to see progress on a culmination of the Lanarkshire Regional operating model dialogue;*
- *Greater clarity and operation around a “lead” Committee structure. We have continued to see topics being discussed at more than one Committee, the possible outcome being that different perspectives are being taken. Examples of this include i) expenditure and*

related progress around the Motherwell Campus issues, ii) the repurposing of estates maintenance budgets to enable IT equipment replacement/enhancement and iii) the nursery review and outcomes;

- A couple of the gradings above relating to engagement with SLC are showing as “3”. I have marked them in this way because the Committee’s remit states clearly that it should receive appropriate reports from the Assigned College. It doesn’t, despite attempts by the Committee Chair during the year to change this but SLC does provide reports for consideration by the RSB at its meetings. We need to either ensure it happens or change the Committee remit.*
- I have been included in both Health and Safety meetings and invited to be involved in the tender process for transport. This has allowed me to gain more information in respect to the operations of the college. One area I think I could offer value is within HR. HR can be the backbone of the business, however it can also be a distraction if it’s not proactively engaging the workforce. I feel that I still have a lot to learn in respect to the operations of the college, however this will come through time. “*

External evaluation review 2025

Summary of Board committees

“The committee structure works well; all committees are effectively led by experienced and skilled Chairs and have an excellent range of skills and experience in the members. All committees have Terms of Reference which are updated and reviewed on a three yearly basis.

Committee Chairs provide feedback to the Board, highlighting any items that might require further discussion by the Board.

There is an appropriate level of trust in the committees to scrutinise and provide assurance to the Board.

There is an effective and mature relationship between the committee members and the senior staff that support the relative committees.

Co-ordination of the work of the committees is done through the Chairs Committee. To avoid any overlap or duplication the Chairs Committee should monitor which reports are submitted to each committee.

.....

Management of risk is robust, the Regional Strategic Risk Register is reviewed and updated on a regular basis by the Regional Strategic Risk Management Group and the Audit and Risk Committee. Any changes in the RAG status are highlighted for Board attention.

The Board has effective financial monitoring arrangements in place. However financial sustainability is an ongoing challenge and a concern for the Board and the college in the current financial climate.

New income streams such as the Undergraduate School have created additional income which have resulted in an improvement in the college’s projections for the underlying operating position for 2024/25.”



Points members of the RGP may wish to consider:

- 1. Do members of the RGP have any comments or offer points we should be taking into consideration to ensure that the RGP serves the college's strategy 2030?**
- 2. Are members content with the RGP's approach to risk management?**

DRAFT

Lanarkshire Board Development Plan 2025/26

CDN carried out an External Effectiveness Review of the Lanarkshire Board from January 2005 presenting its final report at the 9th June 2025 meeting of the Board.

It was an external effectiveness review of the combined Lanarkshire Board (Regional Strategic Body) and the New College Lanarkshire Board (Regional College) with South Lanarkshire College assigned to the Lanarkshire Board.

The Lanarkshire Board (RSB) was to be dissolved on 31st July 2025 by Scottish Government and New College Lanarkshire (NCL) and South Lanarkshire College (SLC) would then become two distinct Regional Colleges.

CDN noted that the transition from an RSB to a smaller and simpler structure as a Regional College presents a range of opportunities for the New College Lanarkshire (NCL) Board to spend more time on strategic decision making, operate as a team, and continue to innovate and focus on the needs of NCL students.

It was also noted that the transition was being carefully planned and that it will be important to ensure that the Board of NCL has the right number of members with the blend of skills and experience required by the college. This will require succession planning and building the 'new' Board as a team, which should be a priority.

CDN made the following observations:

- This is a strong Board with an excellent range of skills and experience amongst the membership.
- The launch of the NCL Strategy 2030 is an opportunity to harness the enthusiasm and commitment of the Regional College Board around the new strategic plan. Board members have been engaged in the development of the new strategic plan.
- The Board benefits from strong leadership from an experienced and skilled Chair who encourages contribution from all members, builds consensus, and effectively sums up Board discussions and decisions.
- There is a constructive working relationship between the Board and the executive team based on respect and a mutual understanding of each other's roles. This is an engaged and supportive Board.
- Compliance with the Code of Good Governance is monitored and reported to the Board through a compliance checklist which is maintained by the Governance Professional.

Recommendations and Board Development Plan 2025/26

1. Strategic KPIs

- The Board should agree on a set of strategic KPIs to underpin the strategy.
- Members should receive regular reports on progress against the agreed KPIs with a supporting narrative highlighting any variances and executive team interventions.

Comment: There were special meetings of the Board on the 3rd February and 3rd November 2025 to consider Strategy and this will come to the Board for final discussion and approval on the 8th December 2025. KPI's for the strategy will be discussed at the Board meeting.

2. Build the new Board team

- The transition to a smaller regional board and the development of the new strategy presents an opportunity to harness the enthusiasm and commitment of NCL board members around the strategic plan and build the 'new' board team.
- Succession planning is important to ensure the Board, and the committees have the skills and experience required by the 'new' Board.

Comment: There is enthusiasm for the new structure and there is now the capacity to focus solely on NCL issues. There is more time in committee and the Board now that there are no SLC items and papers on the agenda. The Chair has a focus on succession planning and this will be a feature of the next recruitment round in January /February 2026.

3. Student Association Reports to the Board

- As part of the transition to the new structure consideration should be given to moving the Student Report up the Board and committee agendas to be the first item after the minutes and declarations of interest.

Comment: The Student Report has now been moved up the agenda for the CSAO Committee and the Board.

4. Board and Committee Papers

- Board papers can be lengthy; the volume of papers should be kept under review. Board papers would benefit from a brief introduction highlighting the purpose of the paper and the Board action required, for discussion, for noting or for decision.
- Board and committee minutes should be more succinct, referencing the papers presented to the Board or committee, and recording the decisions made and action points.
- Finance committee and Board papers would benefit from greater structure, clarity, and narrative, especially for members who do not have a background in finance or accountancy.

Comment: There are now fewer papers post dissolution and this will be monitored. There is a Board cover sheet and its use will be further promoted with the Executive Board. The Board Minutes are under discussion. It had been agreed at the Finance Committee on the 17th November 2025 that the Finance reports will be reviewed for future meetings.

5. Committees

- Consideration should be given to the ARC and Finance committees meeting, annually, to discuss issues that are common to the work of both committees.
- To avoid any overlap or duplication the Chairs Committee should monitor which reports are submitted to each committee.

Comment: There will be a joint meeting of the ARC and the Finance Committee on the 1st December 2025 to recommend the accounts and financial statements. This is the first joint meeting and this could become a standing arrangement.

6. Board Member Development

- Members would benefit from the opportunity to hear directly from key stakeholders. Consideration should be given to introducing informal stakeholder engagement sessions before Board meetings.
- A key stakeholder mapping exercise would enable members to better understand the wider operating environment and support effective decision making.

Comment: There have been presentations to the strategic board meetings from wbj and CDN as well as presentations to the CSAO. The strategic board day on the 3rd November was held the UWS site in Blantyre with a tour of the facilities by UWS. There will be a presentation to the February 2026 meeting of the CSAO committee. There will be other presentations organised during 2026. There will be a paper on partnerships going to the Board on the 8th December 2025 along with Strategy 2030.

7. Annual Board Self Evaluation

- A more dynamic approach could be considered based on a three-year cycle of evaluation, as detailed above.

Comment: This is under discussion and any impact from the recent SFC paper on expectations of governance is being considered along with the CDN response. There will be further discussion with CDN and with the SFC.

8. Website

- Post dissolution, review the Board section of the college website to add biographies for all members and to ensure that all the governance documentation is up to date.

Comment: The website has been refreshed with some last adjustments still to be made for new photographs etc.

Progress on Previous Plan 2024/25

A number of constructive suggestions were put forward by Board members:

- **To strengthen the Induction programme for new Board members;** Inductions are now held with the Regional Team including the Chair and not just the Board Secretary. Recent inductions have also included other Chairs. Linking in with the new CDN induction approach for Board Members with on-line materials. Campus visits around key meetings.
- **To revise and reintroduce the mentoring/buddying programme;** paper setting out mentoring partners recommended by the Chairs Committee on the 16th May 2024 and approved by the Board on the 10th June 2024.
- **To have Information sessions on:**
 - Partner agencies, their structure and how they interact with colleges; launch of the undergraduate school, special meeting of the Board in February 2024 to consider Forward Plan which includes key strategic partnerships. Updates to committees and the Board throughout the year on key partnerships and projects. Special strategy meetings of the Board on 3rd February 2025 and 3rd November 2025. There were presentations from wbj on risk and CDN on Being a Board Member at the February meeting. At the November meeting there was a session on the training resources on the VDN website including jargon busting and college sector finance.
 - Sector jargon and acronyms; There is a CDN resource on this which Board members can access through the CDN website. CDN is welcoming all college Board Members across Scotland to their on – line induction materials. Copies of jargon Busting and college sector finance given to Board members at the November 2025 strategy meeting.
 - Sector finances and how they are constructed; paper produced by Iain Clark and presented to Finance Committee and the Board. CDN also now have an on-line video on this and Board Members will be referred to this. Training given and copied handed out at the November 2025 meeting and these have been posted to the Board Teams site,
 - Cyber security; presentation to the Board 12th June 2024. There are updates at the RGP Committee.
- Risk appetite; Risk Register is presented to the Board at each meeting. Wbg gave a presentation to the Board on 3rd February 2025. The risk register has been refreshed following dissolution so that it is now NCL only with all risks reviewed.
- **To work with the senior team at NCL to ensure members have sufficient and appropriate information to enable them to participate in discussions at the Board and in committees;** Senior managers are in attendance at all committee and Board meetings to provide support to Board Members. Chairs of Committee and the Board encourage participation in meetings and in the work of the Board. For example, the CSAO has reviewed its format and has agreed to have a theme at each meeting and presentations on the theme.
- **To consider better interaction between the Board Committees on key issues** especially in relation to finance and risk where crossover meetings between the Finance and Audit and Risk Committees could be beneficial; RGP papers on estates, IT, and ICT development are now included on the Finance Committee agenda as standard items. This was reviewed by the Chairs committee on the 24th March 2025 and will be reviewed again through the RGP committee.
- **How to involve more Board members in important matters;** Board Members have attended key events, key meetings with the SFC, participated in key procurements and in recruitment

of key senior officers. There will be a Board Calendar of Events which will facilitate further engagement

- **Having strategy sessions outwith the regular Board meetings** which of necessity are heavily laden with process issues leaving little time for discussion and the generation of new ideas; further to strategy events in 2024 and a familiarisation event there have been two strategy events in 2025 on the 3rd February and on the 3rd November.
- **Closer collaboration between the Lanarkshire colleges and the region's agencies;** there are close links with local agencies in any case but the undergraduate school in particular has forged closer links with UWS and with the local authorities with the participation of schools over this year. There is also the SMART Hub with the University of Strathclyde and North Lanarkshire Council. There has been the recent launch of the Brain Health Hub and this is a partnership with Alzheimer's Scotland and collaboration with NHS Lanarkshire and also with a range of companies through the Learning Swell. A partnership paper will come to the Board on the 8th December 2025.
- **Setting a defined annual meeting date for the Remuneration Committee;** This is an ad hoc committee of the Board. It has met throughout the year to consider a number of issues. The Committee will meet to review a number of issues including the setting of an annual date.
- **To review how papers are presented to the Board and to ensure there is a cover sheet setting out the context with clear direction for the Board on the action needed.** Progress has been made with papers now being posted on Teams and cover sheets being used by senior managers and this will be further promoted and is in the 2025/26 plan.