



NESCol Regional Board

**Meeting of Thursday 17 September 2026,
held in G10, City Campus**

REGIONAL BOARD

NOTICE OF MEETING

There will be a meeting of the Regional Board of North East Scotland College on Thursday 17 September 2026 at 0930, held in G10 Boardroom, City Campus

AGENDA

Item No.		Paper
Consider if you have had sufficient time to consider all the papers ahead of the meeting		
01-26/27	Apologies for Absence (S Elston)	
02-26/27	Declaration of Any Potential Conflicts of Interest in Relation to Any Agenda Items (S Elston)	
03-26/27	Minute of the Previous Meeting (17/06/26) (S Elston)	X
04-26/27	Matters Arising from the Previous Meeting (17/06/26) (S Elston)	X
	Matters for Decision	
05-26/27	Regional Board Terms of Reference	X
	Reserved Matters for Decision	
06-26/27	Strategic Risk Register (as presented to Audit and Risk Committee)	x
	Matter for Discussion	
07-26/27	Health and Safety Annual Report (as presented to F&R Committee)	x
	Reserved Matters for Discussion	
08-26/27	AY2025/26 Annual Accounts Update (as presented to F&R Committee)	x
09-26/27	AY2026/27 Budget Position and Financial Planning (as presented to F&R Committee)	x
10-26/27	Start of Year Position (including enrolments, applications & projected credit activity) (presentation to follow) and paper	x
11-26/27	Student Funding Update (Linda/Robert) – verbal update	
12-26/27	ASET Risk Register	x
13-26/27	ASET Update	x
14-26/27	Estates Update (as presented to F&R Committee)	x
15-26/27	SFC Published KPIs AY2024/25 Report	x
	Matters for Information	
16-26/27	Members Register of Interests update	x
17-26/27	Report by the Regional Chair – verbal update	
18-26/27	Report by the Principal	x
19-26/27	Report by Committee Chairs - Finance and Resource Committee (02.09.26) - Audit and Risk Committee (03.09.26)	
20-26/27	Audit and Risk Committee Meeting (03.09.26) – Decisions to be ratified	x
	Reserved Matters for Information	
	None	
	Any Other Business	
	Summation of Actions and Date of Next Meeting The next Regional Board will meet on Wednesday 9 December at 0930hrs at Exhibition Space of ETSH, Altens, Aberdeen.	
	Private Reserved Matter for Information	
21-26/27	Principal's Performance Management Objectives	x

REGIONAL BOARD

NOTE OF MEETING

DRAFT Note of Meeting of the Regional Board of North East Scotland College held on Wednesday 17 June 2026 at 10:00am in G10 Boardroom, City Campus

Agenda Item	Present: Susan Elston, Regional Chair Leona McDermid, Vice Chair Jim Gifford, Vice Chair Iain Watt Mark Fotheringham Neil Cowie Ellie Zemani Sheena Ross Duncan Cockburn Caroline Laurenson Mickey Dugan Jim Douglas Present via Teams: Gerry Lawrie Averil Watt In Attendance: Stuart Thompson, Vice Principal, Finance & Resources Paul Smith, Assistant Principal Marketing & Communications (for Agenda Item 83-25/26) Duncan Abernethy, Assistant Principal Curriculum & Commercial Development (for Agenda Item 91-25/26) Lorraine Garden, Minute Secretary Karen Fraser, Acting Secretary to the Board Guest Attendees: David Archibald, Partner, Henderson Loggie (for Agenda Item 86-25/26) Viktorija Nikitina, SA Regional President AY2026/27 (as observer) Val Ustariz, SA Depute President AY2026/27 (as observer) Regional Chair S Elston welcomed all to the last meeting of the AY. New curriculum staff member J Douglas, together with observers V Nikitina and V Ustariz, were introduced.
74-25/26	Apologies for Absence (S Elston) Apologies were received in advance from S Lawrance, E MacIsaac, R McGregor, C Dempster, B Hutcheon, and E Ratray.
75-25/26	Declaration of Potential Conflicts of Interest in Relation to Any Agenda Items (S Elston) J Gifford declared a potential conflict of interest by virtue of his position with Aberdeenshire Council. D Cockburn declared a potential conflict of interest by virtue of his position with RGU. L McDermid declared a potential conflict of interest by virtue of her position with Aberdeen Foyer.
76-25/26	Minute of the Previous Meeting (18/03/26) (S Elston) The Minute was approved as a true and accurate record.
77-25/26	Matters Arising from the Previous Meeting (18/03/26) (S Elston) Members noted the updates to the 8 Matters Arising captured in the shared report

	with all item statuses noted as complete.
	Matters for Decision
78-25/26	Programme of Business AY2026/27 Members considered the proposed Programme of Business for the upcoming AY, recognising that amendments and additions can be applied as necessary. Decision = approved as presented.
79-25/26	Schedule of Meetings AY2026/27 Members considered the proposed Schedule of Meetings for the upcoming AY, recognising that adjustments may be applied as required. It was noted that at least one meeting per Committee is to be held in-person. Decision = approved as presented.
80-25/26	Revised Terms of Reference – People and Culture Committee (ex HR Committee) (L McDermid) Approval was sought regarding revising the name of the HR Committee and to enhancing its' remit and modifying its' Terms of Reference, which will strengthen governance of the Our Colleagues Sub-Strategy and related workstreams. The shift in terms of the Committees' shape and form was recognised, and its' alignment with the Strategic Plan noted. Decision = approval granted.
	Running order adjusted in-Meeting to accommodate guest attendees
	Reserved Matters for Discussion
85-25/26	Effectiveness Review (Full Report) (D Archibald)

*Items in red denote reserved/private matters

82-25/26	ASET Update (S Thompson)
	Matter for Discussion
	Guest Attendee D Archibald left the Meeting at 11:18am Guest Attendee P Smith joined the Meeting at 11:18am
83-25/26	Graduations 2026 (P Smith) P Smith shared information pertaining to the planning currently in place for the 2026 graduation ceremonies. Highlighting L Hatherley's retirement in March 2026, it was noted that new event officer A Forsyth is due in-post from July 2026. Host Fiona Stalker was confirmed, together with guest speaker Johnny Brooks for the Aberdeen ceremonies. Fraserburgh's guest speaker is still to be finalised. Members were invited to approach P Smith regarding the opportunities to nominate fellows beyond 2026.
	Guest Attendee P Smith left the Meeting at 11:23am Comfort break 11:24am – 11:38am
	Reserved Matters for Discussion
84-25/26	Lesson Learned – verbal update (N Cowie)
86-25/26	Strategic Risk Register (S Thompson)

87-25/26	Financial Budget 2025-26 Update (S Thompson)
88-25/26	Long-Term Financial Planning (S Thompson)
	Matters for Information

*Items in red denote reserved/private matters

89-25/26	Student Satisfaction and Engagement Survey (N Cowie) Having been presented to the C&Q Committee on 21/05/26, the results of the Survey for the AY2025/26 student cohorts were shared for information. This “good news story” was given prominence by N Cowie and S Elston expressed praise to all involved in effectuating the level of participation.
90-25/26	Strategic Plan: Sub-Strategy Priority Update (N Cowie) An overview of progress in relation to the College's strategic priorities was captured in the shared Paper. N Cowie reflected on the provision of the “golden thread” and further anticipated updates at the 27/01/27 Strategy Day.
92-25/26	Feedback on SEAP from SFC and QAA (N Cowie) N Cowie provided a verbal update on feedback received and expressed contentment with NESCol's position.
	Guest Attendee D Abernethy joined the Meeting at 12:37pm
91-25/26	HMIE MA Report (D Abernethy) Following the Inspection which took place 20-24/04/26, HMIE's draft report and the resulting Action Plan were shared for information. D Abernethy advised of the final report having been shared on HMIE's website as of 16/06/26 and noted 35 positives alongside 23 areas for improvement. In discussion, scoring not having resulted in “very good” was considered. In response, it was intimated that the report had the feeling of an honest representation and next steps are already in play. The need to potentially note the weakening of the local economy in the SRR in relation to Modern Apprenticeships being a source of income was put forward. In reply, there still being demand was noted, although the negative impact of a downturn was acknowledged. Difficulties associated with geography and sourcing skilled assessors were highlighted. Drawing discussion to a close, S Elston praised D Abernethy and the team.
	Guest Attendee D Abernethy left the Meeting at 12:49pm
93-25/26	Report by the Regional Chair (S Elston) S Elston spotlighted her busiest quarter to date in terms of key meetings and national negotiations. Members were informed of her undertakings of the role of interim chair of Colleges Scotland and beyond this, her role of chair of College Employers Scotland.
94-25/26	Report by the Principal (N Cowie) N Cowie drew attention to the list of national and regional awards won by the College, and to his inclusion of a summation of Aberdeenshire Council's Accounts Commission Report. The purpose of the visit from SFC's outgoing CEO Francesca Osowska was queried.
	Reserved Matter for Information
97-25/26	Credit Activity Update and Forecast (N Cowie)
95-25/26	Report by Committee Chairs The report by the Committee Chairs was noted for information.

*Items in red denote reserved/private matters

	S Elston summarised content on behalf of the HR and the C&Q Committees. S Ross confirmed much of the F&R Committee Agenda had featured in today's discussions. S Thompson briefly updated members on the action relating to Investment Zone funding. J Gifford itemised A&R Committee's key business and action points. It was noted that feedback on ASET's Risk Register due to be shared with ASET's General Manager remains outstanding.
	Reserved Matter for Information
96-25/26	Opportunities Register (S Thompson)
98-25/26	Any Other Business Recognising this being M Dugan's last meeting, thanks were expressed to him and well wishes passed on. Attention was drawn to the planned Regional Board event scheduled for Wednesday 02/09/26, with final details to be shared in due course.
99-25/26	Summation of Actions and Date of Next Meeting K Fraser summarised the recorded actions and decisions, and confirmed the next Regional Board Meeting as Thursday 17 September 2026 at 9:30am, taking place at City Campus.
	NESCol staff (with the exception of Acting Secretary to the Board), SA Member and observers left the Meeting at 1:10pm
	Private Reserved Matter for Information
100-25/26	Progress Update on Principal's Performance Management Objectives (S Elston)
	Meeting ended at 1:25pm

Action from the Regional Board Meeting of 17 June 2026			
Agenda Item	Action	Responsible Person	Deadline
88-25/26	Long-Term Financial Planning:		
100-25/26	Progress Update on Principal's Performance Management Objectives:		



Agenda Item 04-26/27

REGIONAL BOARD

An update on matters arising from the meeting of the Regional Board of North East Scotland College held on 17/06/26.

Agenda Item	
88-25/26	Action: Long Term Financial Planning:
	Status:
100-25/26	Action: Progress Update on Principal's Performance Management Objectives:
	Status:

REGIONAL BOARD	
Meeting of 17 September 2026	
Title: Regional Board Terms of Reference	
Author: Susan Lawrance, Secretary to the Board	Contributor(s):
Type of Agenda Item: For Decision ☒ For Discussion ☐ For Information ☐ Reserved Item of Business ☐	
Purpose: To enable the Regional Board to review its Terms of Reference.	
Linked to Core Objective: Delivering Outstanding Education and Training	
Linked to Strategic Risk(s): 6.1	
Executive Summary: Attached as Appendix 1 to this paper is the Board's current Terms of Reference. Members are asked to review the attached and consider if the Board's remit accurately reflect its main areas of responsibility and focus, noting the amendment in the last point of 1.3 regarding determining the Board's position regarding National Collective Bargaining and communicating "effectively" (removing "to the Employers' Association").	
Recommendation: It is recommended that the Board review and if so minded, readopt its Terms of Reference.	
Previous Committee Recommendation/Approval (if applicable): None	
Equality Impact Assessment: Positive Impact ☐ Negative Impact ☐ No Impact ☒ Evidence:	

REGIONAL BOARD		
1.1	Membership	The membership of the Regional Board will be constituted as required by the Further and Higher Education (Scotland) Act 1992 (as amended), the Further and Higher Education (Scotland) Act 2005 (as amended) and the Post 16 Education (Scotland) Act 2013 and as per the Standing Orders
1.2	Quorum	No less than one half of the members entitled to vote.
1.3	Remit	The Regional Board shall observe constitutional arrangements as set out in legislation and the Standing Orders in all its business. The Regional Board must ensure compliance with the statutes, ordinances and provisions regulating the College and its framework of governance and, subject to these, take all final decisions on matters of fundamental concern to the College. The Regional Board is responsible for overseeing the business of the College, determining its strategic direction and fostering a safe environment in which the College's vision is achieved and the potential of all learners is maximised through the delivery of high-quality learning and outcomes. The Regional Board must also ensure that the College has in place effective management and financial controls to support the student experience within a framework of public accountability and transparency. The Regional Board shall: • Determine the College's vision, strategic direction, educational character, values and ethos • Identify strategic priorities and provide direction within a structured planning framework • Safeguard the financial and institutional sustainability of the College by ensuring that funds are used as economically, efficiently and effectively as possible, and that effective monitoring arrangements are in place • Ensure there is a common approach to the management of risk throughout the College through the development, implementation and embedding within the organisation of a formal, structured risk management process • Monitor agreed key performance indicators to determine if the College's vision and values are being fulfilled and the interests of stakeholders are being met • Work in partnership to secure the coherent provision of high quality fundable further and higher education across the region • Provide leadership in equality and diversity

REGIONAL BOARD	
Meeting of 17 September 2026	
Title: Regional Board Member – Register of Interests (updated)	
Author: Susan Lawrance, Board Secretary	Contributor(s): Board Members
Type of Agenda Item: For Decision ☐ For Discussion ☐ For Information ☒ Reserved Item of Business ☐	
Purpose: To enable to Board to review the complete Register of Interests updated by Members ahead of upload of revised Register to NESCol website.	
Linked to Strategic Theme: 4. Building a stronger and more sustainable College	
Linked to Core Objectives: <i>Insert relevant risk reference number</i>	
Executive Summary: As part of the overall Governance, and as covered in the annually approved Governance Manual, Board Member Register of Interests is shared on the NESCol website. This paper is shared in advance of the upload for information only.	
Recommendation: Members should note the information provided.	
Previous Committee Recommendation/Approval (if applicable): N/A	
Equality Impact Assessment: Positive Impact ☐ Negative Impact ☐ No Impact ☒ Evidence:	



REGISTER OF INTERESTS

AUGUST 2026

REGIONAL BOARD

Name of Member: Duncan Cockburn
Interests relating to Remuneration: 1. Deputy Vice Chancellor (Resources) at Robert Gordon University 2. Member of the Board of Creative Scotland
Interests relating to Related Undertakings: 1. Deputy Vice Chancellor (Resources) at Robert Gordon University
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: 1. Co-Chair, Colleges Scotland and Universities Scotland, Joint Articulation Group 2. Fellow, Royal Society of the Arts 3. SUMS Board, Board member
Interest relating to close family members: None
Date: August 2026

Name of Member: Neil Cowie
Interests relating to Remuneration: Salaried as Principal & Chief Executive of North East Scotland College
Interests relating to Related Undertakings: Director - Clinterty Estates Ltd
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests:
Interests relating to close family members: None
Date: August 2026

Name of Member: Cindy Dempster
Interests relating to Remuneration: Salaried as Community Development Coordinator at North East Scotland College
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: None
Interests of Other Persons: None
Interests relating to close family members: None
Date: August 2026

Name of Member: James Douglas
Interests relating to Remuneration: Salaried as Lecturer at North East Scotland College
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: None
Interests of Other Persons: None
Interests relating to close family members: None
Date: August 2026

Name of Member: Susan Elston
Interests relating to Remuneration: Regional Chair – North East Scotland College
Interests relating to Related Undertakings: Board Member – RGU College Scotland Board of Trustees (Interim Chair) College Employers Scotland Chair CDN Board Member
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: None
Interests relating to close family members: None
Date: August 2026

Name of Member: Mark Fotheringham
Interests relating to Remuneration: Salaried as Strategy Director at Infinity Energy Engineering, and Business Director at Infinity Energy Learning Compensated as Non-Executive Director at ASET
Interests relating to Related Undertakings: Trustee and Board Member at the Engineering Construction Industry Training Board (ECITB)
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: Chartered Project Professional and Fellow of the Association for Project Management
Interest relating to close family members: None
Date: August 2026

Name of Member: Jim Gifford
Interests relating to Remuneration: Salary relating to election as Councillor on Aberdeenshire Council
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: None
Interests relating to close family members: Wife (Katy Gifford) is Vice Chair of the Board of Robert Gordon University.
Date: August 2026

Name of Member: Bryan Hutcheson
Interests relating to Remuneration: Salaried by Petrofac as a Corporate Engineering Manager
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: None
Interest relating to close family members: None
Date: August 2026

Name of Member: Caroline Laurenson
Interests relating to Remuneration: Managing Director, TL Tech Limited, a smart home systems specialist and Alexa voice application developer. Address: Wardhead, Inverurie, Aberdeenshire, AB51 8UL
Interests relating to Related Undertakings: None
Interests relating to Contracts: In 2021, TL Tech were contracted by NESCol to create a new teach resource. The work involved building an interactive mobile smart home display for the Fraserburgh campus mainly to be used by the trainee electricians to learn about the hardware and software design and installation. This work was fully completed and handed over in 2021. In 2026 some minor maintenance work was performed on the smart home board.
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: 1. Member of the Association for Project Management 2. STEM Ambassador 3. Programme Director for the European Chatbot & Conversational AI Summit 4. Fellow, Institution of Chemical Engineers 5. On the organising committee for Women in Tech Aberdeen
Interest relating to close family members: Husband (Thomas Laurenson) is Chair of the 1st Insch Scouts group
Date: August 2026

Name of Member: Gerry Lawrie
Interests relating to Remuneration: Salaried as Head of Workforce and Development, NHS Grampian
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: None
Interest relating to close family members: None
Date: August 2026

Name of Member: Leona McDermid
Interests relating to Remuneration: Aberdeen Foyer - CEO
Interests relating to Related Undertakings: None
Interests relating to Contracts: Aberdeen Foyer is contracted by NESCOL to deliver accredited community based learning
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: • Committee Member Third Sector Employability Forum (TSEF) • Board Member of Foyer Federation • Committee Member SCDI • Third Sector Ambassador for Institute of Directors Aberdeen • Director Roadwise Driver Training CIC • Director Foyer Enterprises
Interests relating to close family members: None
Date: August 2026

Name of Member: Viktorija Nikitina
Interests relating to Remuneration: Salaried as President of the Students' Association at North East Scotland College
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: None
Interest relating to close family members: None
Date: August 2026

Name of Member: Ewan Rattray
Interests relating to Remuneration: Harbour Master & Director Peterhead Port Authority
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: Peterhead Port Authority provide sponsorship to the Scottish Maritime Academy on an annual basis for the deckhand course.
Interests relating to Non-financial Interests: None
Interest relating to close family members: None
Date: August 2026

Name of Member: Sheena Ross
Interests relating to Remuneration: Client Manager, Leiper & Summers, Chartered Accountants and Business Advisors, 4 Charlotte Street, Fraserburgh, Aberdeenshire, AB43 9JE
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: Treasurer of Crimond Medical Centre Equipment Fund
Interests relating to close family members: None
Date: August 2026

Name of Member: Valerie Rodriguez
Interests relating to Remuneration: Salaried as Depute President of the Students' Association at North East Scotland College
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: None
Interests relating to close family members: None
Date: August 2026

Name of Member: Averil Watt
Interests relating to Remuneration: Lecturer, North East Scotland College
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: None
Interest relating to close family members: None
Date: August 2026

Name of Member: Iain Watt
Interests relating to Remuneration: Engineering Director with Amplus Energy, 119 Grandholm Drive, Bridge of Don, Aberdeen, AB22 8AE.
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: • Fellow of Institution of Mechanical Engineers • Trustee of Inverallochy Golf Course • Aberdeen University Hillhead Infrastructure Project Board Member
Interest relating to close family members: My wife (Lucy Watt) is due to commence the Forensic Science & Biotechnology SCQF Level 6 course at NESCol, Aberdeen Campus, in August 2026
Date: August 2026

Name of Member: Ellie Zemani
Interests relating to Remuneration: Salaried as Project Director at dCarbonX
Interests relating to Related Undertakings: Voluntary member of ECITB's (Engineering Construction Industry Training Board) Project Management Steering Committee (professional and skills development) Mentor at ECITB Future Industry Leaders Programme (FILP) Network Committee member
Interests relating to Contracts: None to the best of my knowledge
Interests relating to Houses, Land and Buildings: None to the best of my knowledge
Interests relating to Shares and Securities: None to the best of my knowledge
Interests relating to Gifts and Hospitality: None to the best of my knowledge
Interests relating to Non-financial Interests: None to the best of my knowledge
Interest relating to close family members: None to the best of my knowledge
Date: August 2026

EXECUTIVE TEAM

Name of Executive Team Member: Robin McGregor
Interests relating to Remuneration: Salaried as Vice Principal Curriculum & Quality of North East Scotland College ASET College Nominated Director
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: QAA Peer Reviewer
Interests relating to close family members: None
Date: August 2026

Name of Executive Team Member: Stuart Thompson
Interests relating to Remuneration: Salaried as Vice Principal Finance & Resources of North East Scotland College ASET College Nominated Director
Interests relating to Related Undertakings: None
Interests relating to Contracts: None
Interests relating to Houses, Land and Buildings: None
Interests relating to Shares and Securities: None
Interests relating to Gifts and Hospitality: None
Interests relating to Non-financial Interests: ESP Management Board Member North East Scotland Pension Fund Board Member
Interests relating to close family members: None
Date: August 2026

REGIONAL BOARD

Meeting of 17 September 2026

REPORT BY THE PRINCIPAL

The purpose of this report is to provide the Regional Board with information relating to the period immediately prior to the Board Meeting; information which may have relevance, significance, priority or challenge for future College activity.

1 College Sector of the Future: Strategic Foresight Workshop Report (June 2026)

This element of my report summarises the findings of a strategic foresight workshop held on 23 June 2026 as part of the Scottish Government's College Sector of the Future programme.

The event brought together representatives from colleges, the Scottish Government, the Scottish Funding Council, trade unions and sector bodies to explore how Scotland's college sector may need to adapt by 2040. The workshop formed part of a wider exercise informed by the Scottish Government's Future Trends for Scotland research programme.

The workshop consisted of two activities: Driver Mapping, which examined major trends likely to shape the future of colleges, and Exploring Different Futures, which considered future learner and employer needs through the use of personas.

Participants agreed that financial sustainability is the most significant challenge facing the sector. Rising costs, constrained public funding and competing pressures across public services are viewed as enduring conditions that will affect colleges' ability to innovate, expand and respond to future demands.

A second major driver is the growing importance of lifelong learning and skills development. Automation, artificial intelligence and economic restructuring are expected to increase demand for reskilling and upskilling throughout people's careers. However, uncertainty remains around how skills will be defined, funded and aligned with employer needs.

The transition to net zero and decarbonisation was also identified as a highly important and highly certain trend. Colleges will need to support workforce transitions, develop new curriculum areas and respond to changing regional labour market demands while managing the costs of decarbonising their own estates.

Other important drivers include increasing mental health needs, additional support requirements, poverty and demographic change. Participants recognised growing complexity in learner needs and uncertainty about the extent of colleges' role in responding to wider social challenges.

	Areas of greater uncertainty included population distribution, regional inequality, digitisation, misinformation and geopolitical instability. These trends could significantly affect access to education, regional provision and public policy, potentially requiring new delivery models, particularly in rural and remote areas. The second exercise revealed strong overlap between learner and employer expectations. Participants envisaged a more collaborative and responsive system in which colleges, employers and learners work together to shape provision rather than operating through a traditional education-to-employment pipeline. A recurring theme was the need to balance personalised learning pathways with a coherent and understandable national system. Learners will require flexible routes that reflect individual circumstances, while employers seek consistency, coordination and clarity. The report highlights stronger links between learning and work, with greater emphasis on work-based learning, employer engagement and clear progression pathways into employment. Lifelong, modular and flexible learning models are expected to become more important as people move repeatedly between work and education during their lives. Participants also stressed the importance of improving access, inclusion and participation. Colleges are likely to remain key community anchors, helping individuals overcome barriers and access opportunities. A more joined-up system with closer connections to public services and economic development priorities was widely supported. Digital technologies and AI were viewed as potentially transformative but requiring careful management to avoid exclusion and maintain human support and wellbeing. Future funding models may also need to evolve, with greater sharing of costs and benefits between learners, employers and government. Overall, the report concludes that the pressures facing colleges are systemic rather than incremental. By 2040, the sector may need to become more flexible, integrated and responsive, with stronger links between learning, employment and wider social support systems. Achieving this will require significant structural change, collaboration and difficult choices about priorities, access and funding. Further updates will be provided to Regional Board Members as the work on this activity progresses.
2	ETZ Year of Impact Report 2025-26 The ETZ Ltd Year of Impact Report 2025/26 was published this summer a summary of the key elements of the report is provided below. ETZ Ltd was established in 2021 to leverage the North East's internationally recognised oil and gas expertise and apply it to emerging sectors such as offshore wind, hydrogen, carbon capture and decommissioning. Five years on, the organisation has developed what it describes as a pioneering energy

transition ecosystem, including the National Floating Wind Innovation Centre (FLOWIC), the UK's first low-carbon incubator and scale-up hub, and, in conjunction with the College and Shell, Scotland's largest Energy Transition Skills Hub. The report also notes a further £20 million investment commitment from The Wood Foundation, matched by the Scottish Government.

A major focus during 2025/26 was the continued development of the Energy Transition Zone. Significant progress was made across three specialist campuses. The Wind Campus, centred around FLOWIC, supported testing and innovation activities for floating offshore wind technologies. Development also progressed on the Hydrogen Campus, including the completion of front-end engineering and design work for Green Hydrogen Test and Demonstration Facilities and participation in the THISTLE partnership, which secured £7.7 million of European funding to establish a regional hydrogen valley. Meanwhile, the Marine Gateway benefited from £2.5 million of investment to improve community facilities, biodiversity and heritage assets while creating development opportunities adjacent to Aberdeen South Harbour.

The report highlights the completion of ETZ EnergyWorks in February 2026. The 3,000m² facility provides industrial, manufacturing and collaboration space for low-carbon businesses and start-ups. Developed with support from bp, Scottish Enterprise, NMIS and NZTC, the hub offers companies access to mentoring, business growth support and innovation expertise. The first resident company, Innovair, had already moved into the facility by the end of the reporting period.

As you would expect, skills development remains a core strategic priority. Having officially opened the Energy Transition Skills Hub in September 2025 the £10 million facility is expected to support around 1,000 people into energy-transition-related employment through specialist welding, manufacturing and digital training facilities. During the year, more than 600 students attended courses and events, welder training capacity tripled, and 300 pupils participated in the Girls in Energy conference. Additional programmes engaged schools, supported STEM education and widened access to training opportunities.

ETZ Ltd also strengthened the regional energy supply chain through its Pathway Programme and Challenge Fund. More than 300 companies participated in workshops and support activities, while grants supported 20 businesses and 20 projects across offshore wind, decommissioning and hydropower markets. The programme invested £2.2 million, leveraging £4.2 million of private-sector investment and generating total project expenditure of £6.4 million.

Community investment formed another important strand of activity. Through partnerships with local organisations and the Community & Coast Fund, ETZ Ltd supported 15 community projects, six placemaking initiatives and four charity partnerships. These activities delivered improvements ranging from play parks and community gardens to educational resources, wildlife projects and wellbeing initiatives.

Looking back across five years of delivery, ETZ Ltd reports £50 million of private investment and £30 million of public investment unlocked, more than £17

	million of funding secured, over 700 companies engaged, over 700 energy transition training places created, support provided to more than 50 Challenge Fund companies, and more than 267 green jobs created or safeguarded. It is clear from the report and specifically the words of its ETZ Ltd's Chief Executive, Maggie McGinlay, that ETZ Ltd has established a strong platform for continued growth, supported by new funding commitments and increasing industry confidence in the Energy Transition Zone. The full report can be accessed through the link below: https://heyzine.com/flip-book/ETZLtdYearofImpact25_26.html
3	Aberdeen City Council Chief Executive – Angela Scott The University of Dundee has announced the appointment of Angela Scott, currently the Chief Executive of Aberdeen City Council (ACC), as its new Principal and Vice-Chancellor, with effect from 19 October 2026. Angela has served as Chief Executive at ACC for the past 12 years. During her tenure, she led significant organisational transformation programmes, focused on financial sustainability, governance improvement and service reform, while managing a budget of more than £1 billion. Angela's leadership has certainly contributed to a closer and more impactful organisational relationship between the Council and the College. Consequently, she will be a loss to all associated with NESCol. For us, the work associated with Community Planning has been particularly effective. She has, over many years, made it very clear that she has always considered the Local Outcome Improvement Plan (LOIP) to be the Council's 'dominant plan', and the College has been instrumental in ensuring that its contribution to work associated with the plan has been both purposeful and impactful. Clearly, it is in the interest of both organisations that the relationship between them continues to deliver successful outcomes for those we serve. Consequently, we will watch the transitional arrangement to a new Chief Executive closely and once the Council's recruitment process concludes, we fully intend to communicate our ongoing commitment and support to our shared activities. Further updates to Regional Board members on the recruitment of a new ACC Chief Executive will be provided in due course.
4	Second Wind – A Report from the Resolution Foundation Earlier this year, I was interviewed by representatives from the Resolution Foundation seeking to understand how low or no carbon industries can contribute to regional economic growth. Their report has now been published and is summarised below. The report highlights Aberdeen as the UK's most significant case study of industrial transition. The city remains the centre of the UK oil and gas industry,

accounting for around 80 per cent of Britain's direct oil and gas employment. For decades, this concentration generated exceptional prosperity, with average earnings almost 50 per cent above the UK average and household incomes around 20 per cent higher than the national level.

However, Aberdeen has experienced a prolonged economic decline since the collapse in oil prices between 2014 and 2016. Payrolled employment has fallen by 8 per cent since 2015, economic output remains below pre-2014 levels, and household disposable income has dropped below the UK average for the first time in over two decades. The report estimates that Aberdeen households have lost over £9 billion in income relative to where they would have been had earlier prosperity levels been maintained.

The report argues that Aberdeen's challenge is fundamentally driven by the long-term decline of the North Sea basin. Oil and gas production has fallen by 76 per cent from its 1999 peak and is forecast to decline by a further 40 per cent by 2030. Remaining reserves are becoming smaller, more expensive and increasingly automated to produce. Consequently, the connection between production levels and employment has weakened significantly. Even when production temporarily increased between 2014 and 2019, employment in Aberdeen's oil and gas sector continued to fall.

Against this backdrop, the report contends that debates around further North Sea exploration are unlikely to have a significant impact on Aberdeen's labour market. The core issue is not licensing policy but the fact that the basin is approaching the end of its productive life.

Green energy industries have long been promoted as the natural replacement for oil and gas, given Aberdeen's strengths in engineering, offshore logistics, subsea technologies, port infrastructure and harsh-environment operations. However, the report concludes that the expected green jobs boom has not yet materialised. Scottish offshore wind employment has fallen far short of earlier projections, while development of carbon capture and hydrogen projects has been slower than expected.

A major barrier is electricity transmission infrastructure. Scotland generates substantial renewable energy but lacks sufficient grid capacity to transport power to demand centres further south. As a result, large volumes of renewable generation are curtailed, with wind farms paid to reduce output because the network cannot accommodate the electricity produced. The report identifies projects around Aberdeen as among the most constrained in Britain.

Other potential transition opportunities have also been delayed. The Acorn carbon capture and storage project at St Fergus has progressed slowly, while proposals for large-scale hydrogen development have stalled. This has created a growing gap between declining oil and gas employment and the arrival of replacement industries.

The report highlights the risk that Aberdeen could lose its highly skilled workforce during this period. Engineering and offshore specialists are internationally mobile and remain in demand globally. In the year to mid-2023, around 4,400 people left Aberdeen for overseas destinations. The report warns that once this skills base disperses it will be extremely difficult to rebuild.

	To bridge the transition, the report identifies decommissioning as the most significant short-term opportunity. The Central North Sea, which is largely serviced from Aberdeen, is expected to account for approximately 60 per cent of UK decommissioning expenditure over the next decade, with labour demand peaking around 2029. This activity could provide valuable employment for existing oil and gas workers while offshore wind, carbon capture and hydrogen industries mature. The report's central conclusion is that Aberdeen's challenge is not a lack of future opportunities but a problem of timing. It argues that the UK and Scottish Governments need a coordinated strategy that aligns decommissioning, grid investment, offshore wind deployment, carbon capture and hydrogen development. Without deliberate sequencing, Aberdeen risks losing the workforce and industrial capabilities that have been built over the past fifty years. A link to the full report is provided below: https://www.resolutionfoundation.org/publications/second-wind/
5	External engagements, selected key meetings and events attended since the previous Regional Board meeting. • Celebrating Success Event (19.06.26.) • Meeting with Sarah Collins and Sheena Beattie (EIS-FELA)(22.06.26.) • Staff Information Session – SMA (22.06.26.) • Scot Gov/SFC College Sector of the Future Workshop (23.06.26.) • Meet the Principal Session (24.06.26.) • RGU Graduation Ceremony (Law and Social Sciences)(03.06.26.) • Meeting with Gavin Donaghue (Colleges Scotland)(13.07.26.) • Meeting Jim Savage/Laurence Findlay (Aberdeenshire Council) (17.06.26.) • Meeting Calum Chomczuk (College Employers Scotland) (22.07.26.) • ETZ Ltd Stakeholder Evaluation Meeting (24.06.26.) • College Sector of the Future Session (27.07.26.) • Meeting with Angela Cox (27.07.26.) • Regional Economic Partnership Meeting (28.07.26.) • Meeting and Dinner with Steve Olivier (RGU)(28.07.26.) • Interview with P&J (05.08.26.) • Meeting with College Principals' Group (08.09.26.) • SFC Workshop – Future of the College Sector (North East) (10.09.26.) • Colleges Scotland Chairs and Principals' Forum (15.09.26.) • SFC College Sector of the Future Chairs and Principals 'Session (15.09.26.) • GBE collaboration partnership MoU signing (16.09.26.)

REGIONAL BOARD	
Meeting of 17 September 2026	
Title: Audit and Risk Committee Meeting (03.09.26) – Decisions to be ratified	
Author: Susan Lawrance, Board Secretary	Contributor(s): Audit and Risk Committee Members; Stuart Thompson, Vice Principal Finance and Resource
Type of Agenda Item: For Decision ☒ For Discussion ☐ For Information ☐ Reserved Item of Business ☐	
Purpose: To ask the Regional Board to ratify decisions, agreed in principle, by the Audit and Risk Committee at their recent meeting on 3 September 2026.	
Linked to Core Objective: 1. Delivering outstanding education and training	
Linked to Strategic Risk(s): n/a	
Executive Summary: The Regional Board Governance Manual (3.44) states that if a quorum is not present the Chair shall have the power to decide to close the meeting or to take such items on the agenda that may require discussion on an advisory basis only, subject to a vote taken by the next quorate meeting of the Board. Therefore, the following agenda items (which were “for decision” by the Audit and Risk Committee) are being presented to the Regional Board for decision. • Audit and Risk Committee Terms of Reference AY2026/27 • Audit and Risk Committee Programme of Business • Confirmation of Internal Audit Plan 2026/27 Regional Board members are asked to note that all three of the above agenda items were approved by Committee on an advisory basis.	
Recommendation: It is recommended that the Board discuss and review the three items above and, if so minded, approve the advisory decisions.	
Previous Committee Recommendation/Approval (if applicable): N/A	

Equality Impact Assessment:

Positive Impact ☐

Negative Impact ☐

No Impact ☒

Evidence:

AUDIT AND RISK COMMITTEE	
Meeting of 3 September 2026	
Title: Committee Terms of Reference	
Author: Susan Lawrance, Secretary to the Board	Contributor(s): Stuart Thompson, Vice Principal Finance and Resource
Type of Agenda Item: For Decision ☒ For Discussion ☐ For Information ☐ Reserved Item of Business ☐	
Purpose: To enable the Committee to review its Terms of Reference.	
Linked to Core Objective: 1. Delivering Outstanding Education and Training	
Executive Summary: Attached as Appendix 1 to this paper is the Committee's current Terms of Reference. The Terms were last considered by the Committee in September 2025. Members are asked to review the attached and consider if the Committee's Specific Duties accurately reflect its main areas of focus, noting no amendments have been offered to the existing Terms of Reference.	
Recommendation: It is recommended that the Committee review its Terms of Reference.	
Previous Committee Recommendation/Approval (if applicable): None	
Equality Impact Assessment: Positive Impact ☐ Negative Impact ☐ No Impact ☒ Evidence:	

AUDIT AND RISK COMMITTEE		
1.1	Membership	A minimum of 6 Members, one of whom shall be appointed Committee Chair. The internal audit service provider and representatives of the external auditor will be expected to attend meetings of the Audit and Risk Committee and to be provided with the agenda and papers for meetings.
1.2	Quorum	No less than one half of the members entitled to vote.
1.3	Remit	General The Audit and Risk Committee shall make its recommendations to the Regional Board as appropriate. The Committee shall make its decisions and report these to the Regional Board. The Audit and Risk Committee shall observe the Standing Orders in all its business. The Audit and Risk Committee is established in accordance with the Financial Memorandum between the Scottish Funding Council (SFC) and the Regional Board of North East Scotland College. The Audit and Risk Committee is an advisory body with no executive powers, and will adopt and ensure compliance with Audit Scotland's Code of Audit Practice. Specific Duties The following provides a summary of the main duties of the Audit and Risk Committee Internal Control - Reviewing and advising the Regional Board of the Internal Audit Services (IAS) and the external auditor's assessment of the effectiveness of the College's financial and other internal control systems, including controls specifically to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness reviewing. Advising the Regional Board on its compliance with corporate governance requirements and good practice guidance. Internal Audit - Advising the Regional Board on the selection, appointment or reappointment and remuneration, or removal of the IAS provider where the service is contracted-out - Advising the Regional Board on the terms of reference for the IAS; reviewing the scope, efficiency and effectiveness of the work of internal audit, considering the adequacy of the resourcing of internal audit and advising the Regional Board on these matters - Advising the Regional Board of the Audit and Risk Committee's approval of the basis for and the results of the internal audit planning process - Reviewing the IAS's monitoring of management action on the implementation of agreed recommendations reports in internal audit assignment reports and internal audit annual reports - Considering salient issues arising from internal audit assignment reports, progress reports, annual reports and management's response thereto and informing the Regional Board thereof

- Informing the Regional Board of the Audit and Risk Committee's approval of the IAS's annual report
- Ensuring appropriate liaison and co-ordination between internal and external audit
- Ensuring good communication between the Committee, the Head of IAS and the external auditor
- Responding appropriately to notification of fraud or other improprieties received from the Head of IAS or other persons.

External Audit

- In conjunction with the Finance & Resources Committee, considering and approving the College's annual financial statements and the external auditor's report prior to submission to the Regional Board. (This should include consideration of the external audit opinion, the Statement of Member's Responsibilities and any relevant issue raised in the external auditor's management letter)
- Reviewing the external auditor's annual Management Letter and monitoring management action on the implementation of the agreed recommendations contained therein
- Advising the Regional Board of salient issues arising from the external auditor's management letter and any other external audit reports and of management's response thereto
- Reviewing the statement of corporate governance as part of the consideration of the College's annual financial statements
- Reviewing the external audit strategy and plan
- Holding discussions with external auditors and ensuring their attendance at Audit and Risk Committee and Regional Board meetings as required
- Considering the objectives and scope of any non-statutory audit work undertaken or to be undertaken, by the external auditor's firm and advising the Regional Board of any potential conflict of interest
- Securing appropriate liaison and co-ordination between external and internal audit.

Value for Money

- Establishing and overseeing a review process for evaluating the effectiveness of the College's arrangements for securing the economical, efficient and effective management of the College's resources and the promotion of best practice and protocols, and reporting to the Regional Board thereon
- Advising the Regional Board on potential topics for inclusion in a programme to undertake individual assignments considering the required expertise and experience
- Advising the Regional Board of action that it may wish to consider in the light of national value for money studies in the further education sector.

Risk Management

- Reviewing the Risk Management Policy, ahead of its consideration by the Regional Board.
- The Committee will be responsible for satisfying itself that risks are being managed and will seek assurance on the adequacy of their management, including from Internal and External Auditors and the Executive Team.

Governance

- Reviewing the College's governance arrangements in line with the Code of Good Governance for Scotland's Colleges.

	Advice to the Board • Reviewing the College's compliance with the Code of Audit Practice and advising the Board on this • Advising the Board of significant, relevant reports from the SFC, Audit Scotland and the Auditor General and, where appropriate, management's response thereto • Reviewing reported cases of impropriety to establish whether they have been appropriately handled.
1.4	Meetings / Reporting The Audit and Risk Committee will normally meet four times per year. The Chair of the Finance and Resources Committee may attend meetings of the Audit and Risk Committee in an observer's role. Once a year, subsequent to a meeting of the Audit and Risk Committee, Lay members of the Audit and Risk Committee will meet with the internal audit service provider and representatives of the external auditor. The Regional Chair may elect to attend this meeting. At its discretion, the Audit and Risk Committee may sit privately without any non-Members present for all or part of a meeting if they so decide. The Audit and Risk Committee will report to the Regional Board on a regular basis, and the Audit Chair will produce an Annual Report for submission to the Board to be included in the Annual Report & Accounts.
1.5	Senior Management Support The following member of the Executive Team provides objective, specialist advice to support the Committee to discharge its remit: • Vice Principal – Finance & Resources

Version: September 2026

AUDIT & RISK COMMITTEE – PROGRAMME OF BUSINESS AY2026/27

Please note that the Programme of Business will be amended as required to include agenda items that arise throughout the academic year.

3 SEPTEMBER 2026
For Decision
Committee Terms of Reference
Programme of Business AY2026/27
For Discussion
Internal Audit Reports
Strategic Risk Register (Standing Item)
ASET Risk Register
Internal Audit Plan 2026-27 Update
Governance Action Plan (from EREF)
For Information

25 NOVEMBER 2026 (Joint F&R Committee)
For Decision
Draft Audited Financial Statements, 12 months to 31 July 2026 (Reserved Item with Finance & Resources Committee)
External Audit Report 2025/26
For Discussion
Internal Audit Reports
Audit Certification of Student Activity & Support Fund Year-End Returns AY2025/26
Annual Internal Audit Report 2025/26
Strategic Risk Register (Standing Item)
ASET Risk Register
Committee Evaluation Feedback
For Information
Annual Procurement Report for AY2025/26
Data Protection Report for AY2025/26
National Fraud Initiative – 2025/26 Update Report

24 FEBRUARY 2027
For Discussion
Internal Audit Report(s)
Strategic Risk Register (Standing Item)
ASET Risk Register
Governance Action Plan Update
For Information

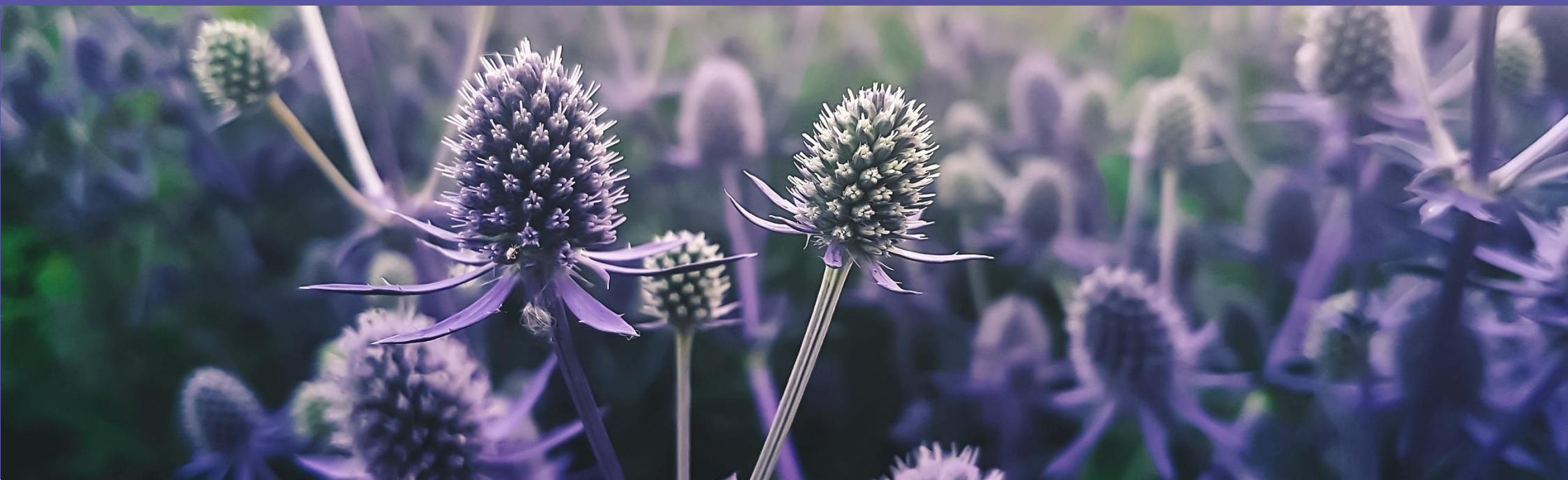
26 MAY 2027
For Decision
Draft External Audit Plan AY2026/27
Internal Audit Plan AY2026/27
For Discussion
Internal Audit Reports
Strategic Risk Register (Standing Item)
ASET Risk Register
Code of Good Governance for Scotland's Colleges – Review of Compliance
Meeting with External and Internal Auditors (without management present)
For Information

North East Scotland College

Internal Audit Progress Report

Audit and Risk Committee: 3 September 2026

Issued: 26 August 2026



Internal Audit Progress Report September 2026

Progress with the annual plan for 2025/26 is shown below.

Audit Area	Planned reporting date	Report status	Report Number	Overall Conclusion	Audit & Risk Committee	Comments
Internal Audit Annual Plan 2025/26	February 2025	Draft: 07/02/25 2 nd Draft: 18/02/25 Final: 01/09/25	2026/01	N/A	26/02/25	
Payroll	February 2026	Draft: 04/02/26 Final: 09/02/26	2026/02	Good	25/02/26	
Estates Strategy / Capital Projects	September 2026	Draft: 24/08/26 Final: 25/08/26	2026/07	Satisfactory	03/09/26	
Budgetary Control	May 2026	Draft: 25/08/26 Final: 25/08/26	2026/05	Good	03/09/26	The audit start date was delayed at the request of College management with reporting moved to the September ARC meeting.
Corporate Governance	May 2026	Draft: 10/06/26 2 nd Draft: 12/08/26 Final: 14/08/26 Final reissued: 24/08/26	2026/06	N/A	03/09/26	The draft EFER report was discussed at the Regional Board meeting on 17 June 2026.
IT Network Arrangements	February 2026	Draft: 18/02/26 Final: 19/02/26	2026/03	Good	25/02/26	



Audit Area	Planned reporting date	Report status	Report Number	Overall Conclusion	Audit & Risk Committee	Comments
Credits Audit	November 2026					Fieldwork started 10/08/26, at review stage with some information outstanding.
Student Support Funds	November 2026					Agreed start date for fieldwork was 01/09/26. FES now expected 04/09/26 with audit starting on 07/09/26.
Follow-Up Reviews	May 2026	Draft: 25/05/26 Final: 26/05/26	2026/04	N/A see comments	03/06/26	5 Fully Implemented 4 Partially Implemented 9 in total

Gradings are defined as follows:

Good	System meets control objectives.
Satisfactory	System meets control objectives with some weaknesses present.
Requires improvement	System has weaknesses that could prevent it achieving control objectives.
Unacceptable	System cannot meet control objectives.

The proposed timetable for the programme of internal audit work for 2026/27 is shown below.

Audit Area	Planned reporting date	Report status	Report Number	Overall Conclusion	Audit & Risk Committee	Comments
Internal Audit Annual Plan 2026/27	June 2026	Draft: 25/05/26 Final: 26/08/26	2027/01	N/A	03/06/26	
Student Learning Experience (Physical and Digital Estate – including focus on Learner Voice)	September 2027					Proposed start date for fieldwork 03/05/27.
Staff Wellbeing	February 2027					Proposed start date for fieldwork 23/11/26.
Building Maintenance and Estates & Facilities Contract VFM	May 2027					Proposed start date for fieldwork 01/03/27.
Financial Planning	May 2027					Proposed start date for fieldwork 08/02/27.
Business Development	February 2027					Proposed start date for fieldwork 02/11/26.
Risk Management and Business Continuity	September 2027					Proposed start date for fieldwork 26/04/27.
Credits Audit	November 2027					Proposed start date for fieldwork 09/08/27.
Student Support Funds	November 2027					Proposed start date for fieldwork 06/09/27.

Audit Area	Planned reporting date	Report status	Report Number	Overall Conclusion	Audit & Risk Committee	Comments
Follow-Up Reviews	May 2027					Proposed start date for fieldwork 05/04/27.

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