

Board of Management
Monday 15 December 2025 at 4.00pm
Abercorn 1, Paisley Campus

Agenda

No.	Item	Committee Discussion	Public/ Restricted	Decision	Paper / Verbal	Lead	Page no.
4pm – 4.10pm Board Administration							
1	Welcome & Apologies					Chair	
2	Declaration of Interest					Chair	
3	.1 Minute of Meeting held on 6 Oct 2025 .2 Actions & Matters Arising		Public	Approve	Papers	Chair	1 11
4.10pm – 4.30pm Standing Items for Discussion							
4	.1 Student Association Report .2 Partnership Agreement	SEQEC	Public	Review	Paper	Stud Pres	13 16
5	Principal / Chief Executive's Report	-	Restricted	Review	Paper	AC	21
6	Chair's Report	-	Public	Note	Paper	WH	28
7	Performance & Key Performance Indicator (KPI) Reporting	CDC/ARC/SEQEC	Restricted	Endorse	Paper	ARP/NC	30
8	Shaping Our Future Together (SOFT) Update	CDC/ARC/SEQEC	Restricted	Endorse	Paper	JRaf	39
4.30- 5.00pm Strategies							
9	.1 Strategic Plan 2026-2030 .2 Learning, Teaching & Student Experience .3 Infrastructure .4 People .5 Employer Engagement	All SEQEC CDC CDC SEQE/CDC	Public when approved	Approve	Papers	AC ARP NC JRaf ARP	45 54 61 72 78
5pm – 5.25pm Year End Audit Information							
10	2024/2025 Annual Report from Audit & Risk Committee	ARC/CDC	Public when approved	Approve	Paper	RL	83
11	2024/2025 External Auditors Report & Letter of Representation	ARC/CDC	Public when approved	Approve	Paper	CB	95
12	2024/2025 Annual Report & Financial Statements	ARC/CDC	Public when approved	Approve	Paper	MD	166
5.25- 5.35 Enhancing Learner Experience							
13	Infrastructure – Capital Projects Priority Plan	CDC	Restricted	Review	Paper	MD	243
5.35 – 5.40 Policies							
14	.1 Health & Safety Policy .2 Health & Safety Annual Statement	CDC / ARC -	Public	Approve	Papers	JRaf	249

Review – to be examined and discussed, no decision required

Discuss – invites input or dialogue, not necessarily action

Endorse – final reporting following discussion at Committees

Inform – to inform Board, not to deliberate

Note – making board aware, no discussion expected.

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5.40 – 5.55		Finance & Risk					
15	Management Accounts & Financial Outturn	CDC	Restricted	Note	Paper	MD	273
16	Capitalisation of Capital Expenditure	ARC/CDC	Restricted	Note	Paper	MD	289
17	Procurement Annual Report	CDC	Public	Note	Paper	MD	293
18	Risk Register	All	Restricted	Endorse	Paper	NC	313
5.55- 6.10pm		Governance					
19	Committee Chair Updates: .1 Student Experience & Quality Enhancement – 19 Nov 2025 .2 Corporate Development – 25 Nov 25 .3 Joint ARC/CDC – 2 Dec 25	-	Public	Note	Papers	GH DM DM	318 321 323
20	Governance Update		Public	Note	Paper	SM	325
21	Any Other Business						
Items For Information							
The Following Papers are uploaded to Board Teams Library							
22	Tertiary Quality Education Review Preparations	SEQEC	Restricted	For Information			
23	CIVICA Update	CDC/ARC / SEQEC	Restricted	For Information			
24	Annual Complaints Report	CDC/ARC / SEQEC	Public	For Information			
25	Governance Compliance Report		Restricted	For Information			
26	Committee Draft minutes .1 SEQEC– 19 Nov 2025 .2 Audit & Risk/ CDC – 2 Dec2025 .3 Corporate Development – 25 Nov 25		Public once approved	For Information			
27	Schedule of Business		Public	For Information			
6.30pm - Dinner at Weavers Restaurant to follow Meeting							
28	Date of Next Meeting: Development Day - Monday 26 January 2026, Ardgowan 1 & 2, Finnart Campus, Greenock Meeting – Monday 23 March 2026, Cunard Suite, Clydebank Campus						

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