

# 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.
<b>4pm – 4.10pm</b>		<b>Board Administration</b>					
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
<b>4.10pm – 4.30pm</b>		<b>Standing Items for Discussion</b>					
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
<b>4.30- 5.00pm</b>		<b>Strategies</b>					
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
<b>5pm – 5.25pm</b>		<b>Year End Audit Information</b>					
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
<b>5.25- 5.35</b>		<b>Enhancing Learner Experience</b>					
13	Infrastructure – Capital Projects Priority Plan	CDC	Restricted	Review	Paper	MD	243
<b>5.35 – 5.40</b>		<b>Policies</b>					
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.

<b>5.40 – 5.55</b>		<b>Finance &amp; Risk</b>											
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						
<b>5.55- 6.10pm</b>		<b>Governance</b>											
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												
<b>Items For Information</b>													
<b>The Following Papers are uploaded to Board Teams Library</b>													
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 Dec 2025 .3 Corporate Development – 25 Nov 25		Public once approved	For Information									
27	Schedule of Business		Public	For Information									
<b>6.30pm - Dinner at Weavers Restaurant to follow Meeting</b>													
28	<b>Date of Next Meeting:</b> <b>Development Day - Monday 26 January 2026, Ardgowan 1 &amp; 2, Finnart Campus, Greenock</b> <b>Meeting – Monday 23 March 2026, Cunard Suite, Clydebank Campus</b>												