

BOARD OF MANAGEMENT



**Tuesday 9 December 2025 at 10.00am in Room A-IS-103
Arbroath Campus (followed by Christmas Lunch)**

AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST OR CONNECTION**
4. **MINUTE OF LAST MEETING – 30 SEPTEMBER 2025** Paper A for approval LO
5. **MATTERS ARISING** Paper B for approval LO
6. **NATIONAL ACTIVITY UPDATE** Verbal update LO
7. **INFRASTRUCTURE VISION UPDATE** Paper C for information SH
8. **FINANCE ITEMS**
 - 8.1 Financial Sustainability Paper D for discussion SH
 - 8.2 Annual Report from Audit & Risk Committee Paper E for approval HH
 - 8.3 Accounts Sign off and Forvis Mazars Annual Report Paper F for approval NA
 - 8.4 Financial Statements for the year ended 31 July 2025 Paper G for approval NA
 - 8.5 Finance & Property Committee Management Accounts (for information only) Paper H for noting only
9. **STRATEGIC ITEMS**
 - 9.1 Board Development Day Paper I for discussion LO
 - 9.2 Strategic Projects Update Paper J for information JG
10. **STUDENTS' ASSOCIATION REPORT** Paper K for information CP/AL
11. **PRINCIPAL'S REPORT** Paper L for information SH
12. **NATIONAL BARGAINING UPDATE** Paper M for information ST
13. **GOVERNANCE ITEMS**
 - 13.1 SFC Report on Expectations of Good Governance Paper N for information ST
 - 13.2 Membership Update Paper O for approval ST
 - 13.3 Board Metrics Paper P for information ST
14. **MINUTES OF COMMITTEE MEETINGS** Paper Q for information LO
 - 14.1 Learning, Teaching & Quality – 12 Nov 2025
 - 14.2 People, Culture & Wellbeing 27 Nov 2025 (draft)
 - 14.3 Audit & Risk 2 December 2025 (verbal update)
 - 14.4 Joint A&R and F&I 2 December 2025 (verbal update)
 - 14.5 Finance & Infrastructure – 2 December 2025 (verbal update)
15. **CORRESPONDENCE** Paper R for information
16. **DATE OF NEXT MEETING** Tuesday 17 March 2026 at 5.00pm Room A-IS-103 Arbroath Campus

Board Development Session – Thursday 22 January 2026, 3.00pm – 7.00pm