

SRUC BOARD MEETING

Wednesday, 24th June 2026
Lecture Theatre H, Kings Building
09:00 – 16:00

STATUS

Approved at 24 September 2026 Board meeting

DISTRIBUTION

SRUC Board
ELT
SFC
SRUC Website (approved version, redacted)

PRESENT

Dr Kate Richards, Chair;
Dr Mia Aitchison, Union Representative;
Jamie Baker;
David Bell;
Simon Cunningham;
Craig Davidson, Staff Member;
Prof Sir Peter Downes;
Jarlath Flynn, Staff Member;
Alexandra House, Student Member;
Oliver Mundell (via Teams);
Andrew Peddie;
Prof Wayne Powell, Principal & Chief Executive (CEO);
Dr Neil Robertson;
Schaun Schirkie, Student Member;
Eilidh Rojanai, Union Member.

IN ATTENDANCE

- Prof Caroline Argo – Head of School for (for item 26.23.05)
- Martin Boyle – Director of Strategy, Governance and Engagement
- Belinda Haig – Head of Information Digital and Systems (via Teams for item 26.27.03)

- Dr Pauline Hanesworth – Head of Teaching and Learning (for item 26.26.03)
- Prof Peter Hastie – Head of Global Engagement (for item 26.23.01)
- Andrew Kirkness – Chief Financial Officer (CFO)
- Gavin Macgregor – Chief Operating Officer (COO)
- Fiona Mackay – Director of Commercial Estates and Services (via Teams for Item 26.23.02 & 26.25.01)
- Nadine Manning – Assistant Company Secretary (minutes)
- Tom Maxwell – Chief Communications Officer
- Prof Jamie Newbold – Provost & Deputy Principal
- Wendy Smith – Chief People Officer (via Teams)
- Devon Taylor – Company Secretary
- Dr Mary Thompson – Vice Principal

26.17 WELCOME AND APOLOGIES

Noted that:

- a) Chair welcomed all, those in the room and online, to her first Board meeting as Chair.
- b) Martin Boyle was welcomed to his first board meeting.
- c) Apologies were received from Katrina Hayter, Fiona Larg, Michael Smith.
- d) The Chair congratulated Katrina Hayter on her new appointment as Chief Executive of NIAB.
- e) Appreciation and thanks for their hard work were given to two members leaving the Board, Jamie Newbold and Schaun Schirkie. It was also Nadine Manning's last Board and thanks were extended to her for her work as Assistant Company Secretary.

26.18 REGISTER OF INTERESTS, CONFLICT OF INTERESTS, HOSPITALITY AND GIFTS REGISTER

Noted that:

- a) The Chair declared she is a non-executive member of the Moredun Research Institute Board and will resign from this position at the AGM in September 2026.
- b) Dr Neil Robertson reminded the Board of his membership with the Elmwood Golf Course.
- c) Dave Bell has been appointed as Chair of the AHDB Cereals & Oilseeds Research & Knowledge Exchange Committee.
- d) The Committee were reminded to contact the Company Secretary with any updates to the Register of Interests or Hospitality Register, noting it was a statutory duty. Annual appraisals for 2025 for Board members will be conducted by Dave Bell who was Interim Chair during the relevant time.

26.19 MINUTES

26.19.01 MINUTES OF MEETING HELD ON 26 MARCH 2026

Noted that:

- a) The minutes were approved as an accurate record of the meeting subject to the amendments raised by Dave Bell including the Tay Cities deal, and timeline for APEC.
- b) It was acknowledged that staff and student wellbeing as raised at the previous meeting will be addressed under item 26.25.02 Risk Register and Assurance.

26.19.02 ACTION LOG

Noted that:

- a) Ref item 2103202502, 25.10.02 Action Log: Timelines have been updated for stakeholder engagement and will be advanced.
- b) Ref item 1206202503, 25.28.03 People Strategy: Agreed to close the item.
- c) Ref items 1212202402 24.49.02 Action Log, 2103202506 25.15.02 External Governance and Board Effectiveness Review Update, 26032601, 26.03.02 Action Log, 26032604 26.09.02 Risk Register & Appetite: It was noted that actions from commercial governance are open and continuing to advance.

26.20 MATTERS ARISING

Noted that:

- a) No matters arising were raised.

26.21 CHAIR'S UPDATE **CLOSED BUSINESS, CONFIDENTIAL**

Noted that:

- a) The Chair congratulated Dr Mia Aitchison for leading a team of 19 from Barony in the national three-peak challenge.

- b) The Chair provided an update on activities since being appointed:
- i. At the National Rural Mental Health Forum, the RABI demonstrated the Farmers Aid app <https://rabi.org.uk/> for real-time accident guidance.
 - ii. At the Scottish Colleges of conference, the Minister for Innovation, Technology and Tertiary Education, Ben Macpherson MSP, stated that regionalisation is challenging and called for building a stronger relationship and alignment between colleges and universities and parity of esteem. **Reserved section – Ref FOI(S)A, s. 30**
The Chair noted SRUC is meeting many of these aspirations in its regional delivery, alignment and seamless transitions between FE and HE.
 - iii. SRUC Craibstone students **Reserved section – Ref FOI(S)A, 38** invited her and SRUC's lecturer Cathy Seeds to speak at their webinar on wiggly careers, offering inspiration to women and non-binary people in STEM. The recording is available online. *[Secretary's note: There was a technical difficulty and a recording is not available]*
 - iv. The Royal Highland Show (RHS) was a great opportunity to meet SRUC staff, learn about projects and interact with stakeholders and ministers. The key message from all Government ministers is driving economic growth, and it will be important for SRUC to include this in narratives to resonate with ministers.
- d) The Chair thanked the Interim Chair Dave Bell for the valuable handover and fellow non-executives, Principal & Chief Executive, ELT and SRUC staff and students for their warm welcome.

26.22 PRINCIPAL & GROUP CHIEF EXECUTIVE'S & ELT'S UPDATE

CLOSED BUSINESS, CONFIDENTIAL

PAPER NO: 755

Noted that:

- a) The Principal and Chief Executive Officer highlighted the six following points:
- i. The RHS was a great success, and congratulated Head of Communications, Tom Maxwell and his team.
 - ii. The key message from First Minister John Swinney MSP at the RHS was regarding economic growth.
 - iii. Public sector reform is focused on impact with available resourcing and SRUC will be required to highlight impact.

- iv. Upcoming Westminster policy changes will result in regional changes.
- v. Mass adoption of GLPI is going to have a profound impact on the industry as people's diets change in a short amount of time. This includes the agenda of food production and systems. Interventions will also arise.
- vi. **Reserved section – Ref FOI(S)A, s. 30**

26.23 STRATEGIC UPDATES

26.23.01 TRANSNATIONAL EDUCATION (TNE) & INTERNATIONAL PORTFOLIO **CLOSED BUSINESS, CONFIDENTIAL** PAPER NO: 756

Noted that:

- a) The Head of Global Engagement noticed the dramatic change in the last year for visas for international students due to reducing immigration. Visa refusals have risen significantly in several countries like Pakistan, new thresholds regarding visa refusals and completion rates are proving challenging in the UK and Scotland especially.
- b) The UK research funding environment increasingly challenging and volatile. Transnational education (TNE) partnerships for income diversification, encouraged by the UK Government, focus on exporting UK courses to overseas Universities and distance learning.
- c) **Reserved section – Ref FOI(S)A, s. 33**
- d) Board members raised concerns about intellectual property (IP) and research collaboration risks, with assurances that legal contracts would protect educational IP and that due diligence would be applied to research projects, especially those involving sensitive technologies.
- e) **Reserved section – Ref FOI(S)A, s. 30**
- f) **Reserved section – Ref FOI(S)A, s. 30**
- g) **Reserved section – Ref FOI(S)A, s. 30**
- h) The board discussed expectations for long-term partnership development, including joint management committees, ongoing engagement, and the need for a clear governance structure and regular reporting to the board.

- i) The board **approved** the proposal, delegating authority to the executive team and requesting a one-page summary of governance arrangements for ongoing oversight.

Action: PH

26.23.02 ELMWOOD GOLF COURSE UPDATE CLOSED BUSINESS,
CONFIDENTIAL **PAPER NO: 757**

Noted that:

- a) Director of Commercial Estates and Services joined the meeting.
- b) **Reserved section – Ref FOI(S)A, s. 30, 33**
- c) **Reserved section – Ref FOI(S)A, s. 30, 33**
- d) **Reserved section – Ref FOI(S)A, s. 30, 33**

26.23.03 IAN BOYD REPORT CLOSED BUSINESS, CONFIDENTIAL
PAPER NO: 758

Noted that:

- a) The Principal & Chief Executive summarised the Sir Ian Boyd report and accompanying SRUC response. Sir Ian had been commissioned to undertake a strategic review of the growth opportunities in North East Fife. The report was broader than terms of reference, and required a pragmatic, constructive response. The Director of Strategy, Governance and Engagement will lead on the oversight of Elmwood Campus and future responses.
- b) Questions were raised regarding the use of assets. It was clarified that there are no plans to sell additional assets. Recent decisions have focused on investment rather than divestment.
- c) The board discussed the coordination of the wider educational offering in North East Fife. The board stressed that SFC or Scottish Government should lead with SRUC as a key partner, rather than SRUC taking sole responsibility.

- d) The importance of disciplined partnership was noted and leveraging the report to encourage other organisations to participate. It was highlighted the need to focus on North East Fife and address both short and long-term challenges.
- e) The board discussed the impact of negative campaigns and misinformation that has been spreading, noting the level of upset in the community and the reputational impact. It was agreed there is a need for positive, fact-based communications, necessary to manage expectations whilst focusing on constructively moving forwards.
- f) There are significant demographic changes affecting student numbers within the 18–25 year old age group. The Principal & Chief Executive warned that continued negative messaging could exacerbate recruitment challenges and threaten the sustainability of the Elmwood Campus.
- g) **Reserved section – Ref FOI(S)A, s. 30**
- h) The Report and SRUC's response will be published on Monday 29th June. It was agreed to extend the publication date on the SRUC website until 10th July. Stakeholder engagement will continue, with relevant stakeholders, while managing expectations about the pace and scope of progress. It was agreed that SRUC would not lead a project group.

26.23.04 UNIVERSITY TRANSFORMATION FUND UPDATE

CLOSED BUSINESS, CONFIDENTIAL

PAPER NO: 758

Noted that:

- a) As a result of a successful joint bid by Queen Margaret University, Edinburgh Napier University and SRUC to the SFC University Transformation Fund, we have been awarded [**Reserved section – Ref FOI(S)A, s. 33**] to deliver proof of concept for a Scottish tertiary education Strategic Alliance. This will consider governance, curriculum delivery and back-office services. The Director of Strategy, Governance and Engagement will oversee this.
- a) In a further successful bid between Scottish Association for Marine Science (SAMS), James Hutton Institute and SRUC, funding has been received for providing micro credentials for skills training in the blue-green economy.
- b) The funding application for the Seedpod in Aberdeen is still pending.

- c) The proposed project governance structures will include board representation with further project progress updates provided to the board.

Action: JN

26.23.05 APEC BUSINESS CASE UPDATE

CLOSED BUSINESS, CONFIDENTIAL

PAPER NO: 759

Noted that:

- a) The Head of School for Veterinary Medicine & Biosciences provided an update on the Anatomy and Pathology Education Centre (APEC).
- b) **Reserved section – Ref FOI(S)A, s. 30**
- c) The board discussed the business case, noting the timing push back with balancing quality and affordability, the project's costings and the RCVS accreditation requirements. The Board agreed to consider the proposal out of cycle, after the F&E had considered the business case in detail.

26.24 FINANCE

26.24.01 P9 FINANCIAL UPDATE AND FULL YEAR FORECAST

CLOSED BUSINESS, CONFIDENTIAL

PAPER NO: 760

Noted that:

- a) The CFO introduced the paper stating that the overall financial position is stable. Liquidity remains strong ahead of recovery plans, with forecast visibility continuing to improve due to financial disciplines established through the financial recovery plan increasingly embedded within nominal business practice. Revenue shows growth against prior years. Education and research performance remains positive, **Reserved section – Ref FOI(S)A, s. 30, 33.**
- b) The principal sensitivities are primarily the timing of commercial income convention, management of the organisation's costs and overheads going forwards.

26.24.02 26/27 BUDGET, CAPITAL & CASHFLOW

PAPER NO: 761

Noted that:

- a) The budget continues to reflect the financial discipline, the target investment in the strategic priorities and supports the organisational strategy to 2031.
- b) The CFO outlined the budget, noting continuing investment in the School of Veterinary Medicine and Biosciences, support for research fellows since development of strategic initiatives. Capital investment focuses on the estates, infrastructure and system modernisation. The budget reflects targeted investments with an affordability framework, maintaining a clear focus on financial sustainability.
- c) Principal risks include the declining trend in international student recruitment, income delivery, pay and inflationary pressures, recruitment timing and staffing assumptions, and commercial and research income performance. Opportunities include recruitment performance, national growth and external funding and continued operational efficiencies.
- d) The F&E and A&R committees recommended approval of the budget.
- e) The board raised the need for more granular margin analysis to inform strategic investment decisions, ensuring a balance between academic, commercial, and financial objectives. The CFO confirmed ongoing improvements in business systems and reporting.
- f) The Principal and Chief Executive emphasised the importance of balancing mission and money, considering long-term reputation and impact, and linking budget decisions to strategic KPIs, noting the Director of Strategy, Governance and Engagement is tasked to improve this alignment.
- g) The board **approved** the 26/27 budget.

26.24.03 BANK RELATIONSHIP & OPENING ACCOUNT AUTHORITY

CLOSED BUSINESS, CONFIDENTIAL

PAPER NO: 762

Noted that:

- a) The CFO proposed to establish a banking relationship with HSBC to organise opening an account in accordance with the SRUC scheme of delegation. The relationship is administrative and governance focused, with no changes to existing arrangements or borrowing. It provides flexibility and optionality for future funding and capital expenditure.
- b) F&E and A&R committees recommended approval of the proposal.
- c) The board **approved** the opening of a bank account with HSBC.

26.25 RISK AND ASSURANCE

26.25.01 HEALTH AND SAFETY REPORT

PAPER NO: 763

Noted that:

- a) The Director of Commercial Estates & Services joined the meeting and provided an overview of the implementation of the health and safety model. The paper has been presented to A&R.
- b) A new health and safety model was approved by the board in March 2025. A health and safety consultant, ACS, is working alongside two SRUC health and safety staff.
- c) The team is transitioning from QPulse to MyCompliance for incident reporting with training and role allocation planned to ensure effective use and reduce barriers to reporting. Reviewing documents from QPulse to MyCompliance is ongoing, with timelines extended for another 12-24 months due to the complexity of the project.
- e) The Health and Safety Champion, Dave Bell, was encouraged by the maturity and positive trend in reducing risks, governance and misreporting, and increased engagement. **Reserved section – Ref FOI(S)A, s. 30, 33.**
- d) The board discussed the paper, highlighting governance and how all SRUC sites collaborate, board level assurance, culture and ensuring staff are refreshed on MyCompliance training to effectively log incidents.

Noted that:

- a) The COO introduced the paper and provided a summary of the key risk movements and emerging risks.
- b) A key risk is the financial position and condition of SRUC's Estates.
Reserved section – Ref FOI(S)A, s. 30.
- c) There are ongoing cyber risks with significant infrastructure and software investment within the last 18 months. The team have continued with Google Club training, training sessions, and testing for cyber threats.
- d) Inflation forecast is forecasted to peak later in the year following the energy increases.
- e) Elmwood student recruitment numbers are low. It was suggested that engagement with local schools and their career advisors in North East Fife would raise SRUC's profile.

Action: TM

- f) **Reserved section – Ref FOI(S)A, s. 30.** The board requested a deeper review of the estate risks, to be reviewed first by the A&R committee to include articulation of risk appetite and tolerance, and to consider more regular and detailed reporting on estate challenges and opportunities.

Action: FM/GM

- f) Concerns were raised regarding the low classification of the staff and student wellbeing risk score. The Head of Student Services, Shona Johnson, will present in more detail at the next A&R committee meeting.

Action: SJ

- g) The Chief People Officer confirmed that baseline metrics for staff wellbeing have been established and will be updated annually. The Pulse Survey results will come to board and committees through the next cycle.

26.26 ACADEMIC BUSINESS

26.26.01 SRUCSA REPORT

Noted that:

- a) Alex House and Schaun Shirkie, SRUCSA Vice Presidents provided an overview of the SRUCSA report.
- b) This was the first term under the remit based structure after transitioning from a geography-based structure. The team acknowledged that it would take more time to fully assess the impact of this change, and that some blind spots may have emerged, particularly in reaching certain student groups.
- c) A record number of 260 voters voted in the student elections, with significant participation from international students. The team expressed hope for continued growth in international student leadership and highlighted the importance of student-led activities and events.
- d) Efforts were made to increase contact with distance learners, including organising field trips to foster a sense of belonging and improve group dynamics. The team gathered feedback on the services and support used by distance learners to better address their needs.
- e) The team supported various student campaigns, including wellbeing initiatives in collaboration with RSABI BVSci, and organised mental health first aid training for 69 new participants across campuses. Feedback loops were strengthened through SLCs Student Liaison Committees (SLC) and Student Liaison Groups (SLG) to address student-reported issues.
- f) There are ongoing challenges in engaging agriculture students, particularly at the FE level, and noted the need for more proactive outreach and representation. They referenced collaboration with RSABI and the Respect campaign to address behavioural issues and expressed openness to staff input for improved engagement.
- g) The Board commended SRUCSA on the breadth of activity, campaigns and engagement across the distributed campuses demonstrating a vibrant student community. Alex and Schaun were thanked for their presentation of a comprehensive and illuminating annual report.

Noted that:

- a) The Provost & Deputy Principal introduced the paper and highlighted the following points:
- i. The recent Academic Board meeting focussed on strengthening institutional governance, addressing risks, preparing for regulatory scrutiny and progressing strategic initiatives.
 - ii. Graduation and prizegiving will be held on August 25th at Bute Hall, University of Glasgow with alternative graduation venue options being investigated for 2028 onwards.
 - iii. The tender documents for Rural and Environment Science and Analytical Services Division (RESAS), the Scottish Government's strategic research programme came out last Wednesday. The organisation is currently working with other research providers on an application.
 - iv. Teams are currently working on the Research Excellence Framework (REF) 2029, the RCVS veterinary school accreditation and the Tertiary Quality Education Review (TQER).

26.26.03 TERTIARY QUALITY EDUCATION REVIEW (TQER) CLOSED
BUSINESS, CONFIDENTIAL **PAPER NO: 767**

Noted that:

- a) The Head of Learning and Teaching joined the meeting and highlighted the following points.
- b) TQER is part of the tertiary quality enhancement framework, which applies to all provisions including work-based learning, accredited training, and traditional academic programmes. The review assesses the institution against six key principles: Excellence in learning, student engagement and partnership, enhancement, and quality culture. The other two are a data-led and informed approach that underpins the other principles.
- c) The process involves submitting a substantial body of evidence, including strategic impact analyses and board papers, by November. A review panel of peers and a student reviewer will assess the documentation, conduct initial and main review visits in March 2027, and meet with various institutional groups.

- d) The review results in a judgement of 'effective', 'partially effective', or 'not effective'. An effective rating allows continued operation with recommendations to address, while lower ratings can trigger re-reviews and potential referral to external quality assurance bodies.
- e) The Head of Learning and Teaching will report back to the board in June 2027 following the review with the recommendations, action plan, effectiveness rating and resourcing prioritisation.
- f) In response to questions the Head of Learning and Teaching confirmed that evidence gathered for other accreditations, such as Vet School accreditation, can be used for TQER to avoid duplication of effort. The veterinary school accreditation lead is part of the TQER working group to ensure alignment.
- g) It was clarified that the review panel is expected to consider the institution's context, including environmental and economic factors, as provided in the strategic impact analysis. The selection of student groups for review meetings will be guided by the panel's requests, with input from SRUCSA and academic staff.

26.27 GOVERNANCE

26.27.01 COMMITTEE MEMBERSHIP RECOMMENDATIONS

PAPER NO: 768

Noted that:

- a) The Company Secretary outlined the following membership proposals recommended by the R&A committee. The Board agreed that Dave Bell and Jamie Baker could remain in the room for this item.
- b) The Board **approved** the following:
 - a. Dave Bell to return for a further 2 years to complete his 3-year term on the Innovation Ltd board. This will go to the Innovation Ltd board to approve.
 - b. Dave Bell to rejoin the A&R committee and fulfil the Health & Safety champion role.

- c. Dave Bell to step down from R&A committee.
- d. Mike Smith to step down as R&A chair.
- e. Jamie Baker to become R&A chair.
- f. Jamie Baker to step down from SPC committee.
- g. Dave Bell to step down from SPC as no longer Interim Chair.
- h. Kate Richards to become a member of SPC as SRUC Chair.

26.27.02 DEPUTY CHAIR APPOINTMENT PROCESS

PAPER NO: 769

Noted that:

- a) There is a need to appoint a Deputy Chair should the Chair be unable to fulfil the role for a period of time. Having a Deputy Chair is a contingency measure as while the Chair was in position, the deputy chair would not have any additional responsibilities.
- b) The deputy chair appointment process has been reviewed by the R&A committee
- c) Appointed non-executive members will be invited to apply.

26.27.03 BOARD EMAIL ADDRESSES AND DEVICES UPDATE

PAPER NO: 770

Noted that:

- a) The Head of Information Digital and Systems joined online.
- b) The Company Secretary proposed the introduction of SRUC email addresses and a devices policy for board members to address information and data security, help streamline board training, compliance and development.
- c) The policy requires board members to log onto their devices at a minimum of once per month to address cyber security requirements and to return devices upon leaving.

- d) Board members raised concerns about the inconvenience of using separate devices, the impact on timely communication, and the feasibility of integrating SRUC e-mail with personal devices. The discussion included comparisons with practices at other organisations and the use of portals for board communications.
- e) The Head of Information Digital and Systems informed the board that mobile application management would be required for accessing SRUC e-mail on personal devices in the future, and that members would need to agree to this if they chose not to use SRUC devices.
- f) Oliver Mundell and Jamie Baker volunteered to pilot the new system. Feedback from this pilot will refine the policy and address practical concerns, aiming for a solution that balances security with usability.

26.28 BOARD AND COMMITTEE REPORTS AND DRAFT MINUTES

26.28.01 COMMITTEE REPORTS

PAPER NO: 771

Noted that:

The Chairs and Chair's representatives of the Committees highlighted the following points.

Remuneration & Appointments Committee

- a) **Reserved section – Ref FOI(S)A, s. 30.** The pay awards were implemented within the June payroll.
- b) HR benchmarked SRUC data against other University College Sector higher education absence statistics.
- c) The Principal & Chief Executive's pay remuneration was benchmarked.
- d) Non-executive recruitment: candidate briefs are complete and target skills provided to ASPEN, recruitment consultants.
- e) 2025 Board appraisals are underway. Dave Bell, as Interim Chair during that time will have the initial discussion, liaising with the Chair to provide a report for board development.

Finance & Estates Committee

- a) The F&E chair noted that all items discussed at the F&E committee have been discussed within the board agenda.

Audit & Risk Committee

- a) There has been a general improvement noted across all areas with a significant number of internal tracker items being cleared and reduced indicating greater ownership and control by ELT, noting improved business systems and financial systems will add additional assurance, provide ongoing updates and reduce the workload involved in forecasts.
- b) RSM were reappointed as external auditors, with the audit plan being presented and agreed. Re-tendering is beginning for the internal audit as the KPMG contract finishes at the end of the next financial year.
- c) The board discussed progress on procuring new finance and student information management systems, with scoring underway and a business case to be presented in September.

Strategic Performance Committee (SPC)

- a) Main discussion topic was the diversification of income and student recruitment discussed during item 26.23.01 Transnational Education & International Portfolio. The committee reviewed and support the TNE proposition.
- b) The committee discussed the need for clear benchmarking against similar institutions and have requested further rationale for the selected benchmarked institutions.

Student Liaison Committee

- a) SLC meetings are held twice per academic year on each campus. Previously the Academic Liaison manager has organised the meetings, however the role no longer exists. Currently working on a plan for a board member to meet students at each campus.

26.28.02 SRUC INNOVATION LTD. BOARD REPORT AND DRAFT MINUTES

PAPER NO: 772

Noted that:

- a) The Vice Principal reported provided an overview of the Innovation Ltd board discussion topics including where the Innovation Ltd commercial remit separates from the board's charitable remit. An opportunity has arisen to link in with the academic CPD training and look to provide it commercially.
- b) The commercial finance lead budget holders and CFO meet monthly to understanding how the Innovation business areas can be benchmarked against comparable sector competitors.
- c) **Reserved section – Ref FOI(S)A, s. 30, 33**

26.29 ANY OTHER BUSINESS

Noted that:

- a) The board requested that a section is included in the cover sheet to include risk appetite. It was noted that risk appetite sits within the R&A remit.

Action: DT

- b) The Board highlighted they are also directors of the charity and requested it to be reflected in the agenda. It was noted that upcoming training with Anderson Strathearn will cover charity director duties.
- c) The board requested that IT issues be sorted for presentations.
- d) The Chair reminded the Board that the Ian Boyd report and SRUC's response remain confidential until it is published.

26.30 DATES OF FUTURE MEETINGS

2026 – Thurs 24 Sept, Wed 16 Dec

2027 – Thurs 25 March, Thurs 24 June, Thurs 23 Sept, Wed 15 Dec

26.31 PRIVATE SESSION FOR NON-EXECUTIVE DIRECTORS

Noted that:

- a) A private session for the Board members was held after the Board meeting.

Nadine Manning
Assistant Company Secretary
June 2026