



SRUC BOARD MINUTES

Thursday, 12th June 2025

Pentland Suite, SRUC Oatridge campus with Teams option

09:30 – 15:30

STATUS

Approved by Board, 11th September 2025

DISTRIBUTION

SRUC Board

ELT

SFC

Published on SRUC website (redacted)

PRESENT

Dr Mia Aitchison, Jamie Baker, David Bell, Jeremiah Chibueze, Jane Craigie, Simon Cunningham, Craig Davidson, Prof Sir Peter Downes, Jarlath Flynn, Julie Fortune, Linda Hanna (Chair), Margaret Khnichich, Oliver Mundell, Andrew Peddie, Dr Neil Robertson, Prof Michael Smith, Prof Wayne Powell

IN ATTENDANCE

Prof Caroline Argo (for Item 25.30.04), Arlene Barclay (for Item 25.31.04), Gabriella De Oliveira (minutes), Michael Lawson (for Item 25.30.01), Gavin Macgregor, Dr Christine Milburn, Prof Jamie Newbold, Wendy Smith, Devon Taylor, Dr Mary Thomson (for Items 25.28, 25.29 and 25.31.04)

25.22 WELCOME AND APOLOGIES

- a) Apologies were received for Saul Corbett, Dr Katrina Hayter, Fiona Larg and Kes Juskowiak.
- b) The attendees were welcomed to the meeting.

25.23 REGISTER OF INTERESTS, CONFLICT OF INTERESTS, HOSPITALITY & GIFTS REGISTER

- a) No new conflicts of interest were declared.
- b) The Committee were reminded to contact the Company Secretary with any updates to the Register of Interests or Hospitality Register.

25.24 PREVIOUS MINUTES

25.24.01 MINUTES OF THE MEETING HELD ON 18 MARCH 2025

Noted that:

- a) Pay and grading costs are to be progressed to the Risk Register.
Action: GM
- b) The minutes were approved as an accurate record of the meeting.

25.24.01 MINUTES OF THE MEETING HELD ON 21 MARCH 2025

Noted that:

- a) The minutes of the meeting were approved as an accurate record of the meeting.

25.24.03 ACTION LOG

Noted that:

- a) Action Item Ref: 3003202311: **Agreed** to close.

- b) Action Item Ref: 1209202411: Noted that £1M is the threshold in SRUC's delegated authority scheme when decisions require committee/Board approval. For transparency, the ask of the Board was to provide a list of ELT decision that were between £500k-£1M, that could have significant risk/impact associated with them. The Principal confirmed he was satisfied with the clarity of the scheme of delegation and for a list of ELT approved spending to be reported to the Board for improved transparency. This action is to remain open and will be discussed with relevant ELT/staff to access the data and compile a list.
- c) Action Item Ref: 2103202507: Noted that the facility has been approved in principle and is awaiting final details/terms from the bank for review. The SFC will be required to approve the facility and will be informed. The Board discussed tracking and planning of cashflow and the need to identify agreed triggers that would result in using the facility.
- d) Action Item Ref: 2103202511: Noted that further details on the new School structure would be included for the September board meeting in the Academic Report.

25.25 MATTERS ARISING

Noted that.

- a) The Board discussed the out-of-cycle proposal to transition all non-executive directors to SRUC domain e-mail addresses. The key reasons behind the proposal were noted as follows:
 - a. External addresses do not have access to SRUC systems such as payroll and Metacompliance (member training has remained an ongoing topic in Board assurance discussions);
 - b. The use of internal addresses provides better information security in case of security issues (data breach, device loss, etc.); and
 - c. An incident was raised in April 2025 whereby it was identified a time-sensitive e-mail was delivered to a member's unmonitored SRUC e-mail address as the sender did not have access to their external details, where the message remained unread.
- b) The Board noted that member feedback to the proposal to transition to SRUC domain addresses was generally negative. Feedback was collated and the following key concerns were presented:

- a. SRUC domain calendars would not sync to members' regular work and/or personal accounts, thus increasing account coordination. From a Governance perspective, it is also neither efficient nor effective to liaise with members through more than one address;
 - b. Members encountered repeated issues whilst attempting to set-up and sign into Multi-Factor Authentication (MFA); and
 - c. The most prevalent concern was adherence to Section 4 of the IDS policy, which stipulates: "SRUC shall use utilities to remotely manage mobile devices that have been approved for use within SRUC." Due to several members holding positions in a number of organisations with access to confidential information from both public and private organisations, there are reservations around allowing one organisation to have overriding responsibility for information security and access.
- c) The Board **agreed** to formally return the matter to the Board. SRUC domain e-mail addresses will not be used to communicate at this stage.
- Action: DT**
- d) The Board Chair requested that the Chair e-mail account be monitored.

25.26 CHAIR'S UPDATE

Noted that.

- a) The Chair noted the upcoming publication of the Gillies Report. The findings of the report will provide lessons for the sector as a whole.
- b) The Chair discussed opportunities to utilise SRUC assets, namely in exploring alternate uses for empty buildings over summer breaks.
- c) The Board was advised that a vote of no confidence in management was received from the EIS union. The ELT is supportive of working with the Union to improve communication and visibility and had met with EIS members following receipt of the letter.
- d) Mia Aitchison (SRUC union non-executive) advised of their position as an EIS union member and noted positive discussions in EIS meetings however there are concerns around a lack of clarity around strategy. She further advised of a letter drafted by EIS members which outlines issues faced by staff and addresses what staff wish to see from the executive going forward asked to table the letter.

- e) The Company Secretary clarified that Dr Aitchison was a non-executive/union member of the SRUC Board and was not in attendance in her capacity as the EIS representative but as a Board member/non-executive director. In order to avoid a conflict of interest in roles and confuse the official Union-ELT communication lines and processes, the letter could be shared with the Chair and Principal via email outside the meeting, but not tabled and discussed today. It was agreed the letter would return for further discussion outside the meeting with the Company Secretary and SRUC Chair.
- f) The Chair confirmed she will work closely with the Communications team to issue a statement to staff and students following Board meetings.
- g) Discussions around wider staff engagement will feature in the September strategy session. Avenues of communication and engagement with staff must be receptive to feedback to inform strategic goals.

25.27 PRINCIPAL & CEO'S UPDATE

PAPER NO: 695

Noted that.

- a) The Principal & Chief Executive also noted the changes across the sector and general societal changes, the impact of which are felt at SRUC and wider. Must be clear on what SRUC's role is amongst this and external messaging/positioning.
- b) The Principal & Chief Executive outlined that he would be attending the Education Committee the following week as a panel member speaking on behalf of SRUC.
- c) Feedback was received from the Board that the Chair's goals and Principal's goals were difficult to reconcile – the Chair emphasises stability, whereas the Principal emphasises change and a dynamic Board culture. The Chair clarified that the emphasis on stability revolved around easing anxiety through clarity of communication, transparency of strategic vision and decisions, providing greater assurance, and supporting statements with actions. The Principal clarified the emphasis on adaptability surrounded the changes in the higher and further education sector and embedding a dynamic and resilient culture within the organisation.
- d) Further feedback provided that the staff would like to hear updates from the Principal & Chief Executive which truly reflect the difficulties in the

sector and where SRUC is placed/actions required to achieve strategy and growth.

25.28 STRATEGY

25.28.01 BOARD STRATEGY SESSION OUTLINE

PAPER NO: 696

Noted that:

- a) The Director of Strategic Delivery & Growth introduced the paper as an early draft of what will be presented at the September Strategy Session seeking Board approval.
- b) The Board discussed the timeline for stakeholder engagement and how it is conducted and reflected in the strategy. Noted importance of providing opportunity for “open listening” first and reputational risk if not done correctly. Suggested needed to be clear if engagement or consultation as this changed the approach and the ask of stakeholders.
- c) The Director of Strategic Delivery & Growth outlined that she will be working with the Strategic Performance Committee (SPC) over the summer to further develop the strategy session and timeline (noting comments received from SPC at their meeting two days earlier were to be included). An updated Strategy Session outline would then be brought back to the Board.

Action: CM.

- d) The Board noted that Elmwood House has confirmed they will be unable to accommodate a Board meeting during term time. The Assistant Company Secretary will explore alternative locations in the Elmwood area, such as the Elmwood Golf Course. The Chair requested a tour of the campus be organised to improve Board visibility for staff and students.

Action: GD

25.28.02 STRATEGIC PERFORMANCE FRAMEWORK

PAPER NO: 697

Noted that:

- a) The Strategic Performance Framework was introduced for Board approval by the Director of Strategic Delivery & Growth. It was noted any suggested updates will be progressed through the Strategic Performance Committee (SPC).

- b) The Principal & Chief Executive gave a brief presentation on SRUC's Strategy, confirming there was Board recognition of SRUC's vision, mission and purpose which were forming the basis for the Strategic Performance Framework the Director of Strategic Growth & Delivery was developing.
- c) 'Students' or 'staff' are not referenced, and 'skills' is omitted. Suggestion received to include wording such as: "...for staff, students, and society", and "voice of rural Scotland". Agreed that explicit language was important and this would be considered during vision/mission section of the Strategy Session. Culture should also be included in the Strategy Session.

Action: CM

- d) The Director of Strategic Delivery & Growth noted the KPIs will also depend on data maturity which will come with the systems review and better data.
- e) The Chair asked the Board to consider if the outlined framework will deliver what the Board has requested, namely – clear sight of delivery, data tracking, meaningful KPIs. The Board was supportive and expressed general agreement with the outlined approach. The following feedback was provided for consideration in next iteration:
 - a. Overuse of the term 'strategy' and being clear on connection between annual/operational plan and delivery to Strategy.
 - b. Expanding the reputation survey from MSPs/MPs to include wider group of stakeholders.
 - c. Maximise commercial estate and how to reflect this framework/ KPIs.
 - d. Consider timeline required for engagement, consultation, communication, while noting importance and opportunity to move from Financial Recovery Plan (FRP) to strategy and growth.
 - e. Review and edit the photos included in the document as they contained examples of bad practice.
- f) The Board **approved** for the Strategic Performance Framework for progression through the SPC.

25.28.03 PEOPLE STRATEGY

PAPER NO: 698

Noted that:

- a) The Chief People Officer outlined that the People & Organisational Development (P&OD) Strategy was a key enabling strategy for SRUC. The

paper provided an overview of progress against the Strategy in the year 2024–25 and outlined the key priorities for 2025–26.

- b) Adaptations have taken place with HR systems/processes to enable people to become more self-sufficient. Noted proactive work on inductions and health & wellbeing.
- c) Budget constraints and working with the Financial Recovery Plan.
- d) The Chair requested the Terms of Reference for the R&A Committee be updated to reflect the suggestions within the People Strategy.

Action: DT

- e) The People Strategy discussion would continue at the Board Strategy Session in September.

Action: CM/WS

25.29 RISK AND ASSURANCE

25.29.01 LESSONS LEARNED AUDIT

Noted that:

- a) The Chair provided a background on the Lessons Learned audit and progression of the recommendations. Noted it had been discussed at the Audit & Risk Committee meeting on 26th May, and an extra Board meeting is scheduled for 17th June to discuss the audit.

25.29.02 ASSURANCE FRAMEWORK

PAPER NO: 699

Noted that:

- a) The Director of Strategic Delivery & Growth introduced the Assurance Framework for approval, noting the proposed Assurance Mapping enables the Board and the Executive to see where assurance duplications and gaps exist, facilitating improved response to transformation and changes in the risk landscape and identifying where new assurance capabilities are required. The three lines of defence set out in the paper are crucial to protecting the organization from significant risk.

- b) Input into the proposed Assurance Framework was provided by the Assurance Group whose membership included – the Chair of the SRUC Board, Chairs of the Audit & Risk, Finance & Estates, and Remuneration & Appointments Committees, Chair of the Innovation Board, and all members of the Executive Leadership Team (ELT) and was facilitated by external advisors – Paul Gray and Phil McNaul.
- c) The Board **approved** the Assurance Framework.

25.29.03 RISK APPETITE

PAPER NO: 700

Noted that:

- a) The Risk Appetite was reviewed by the Audit & Risk Committee at their meeting in May and is presented for approval.
- b) The Board **approved** the Risk Appetite and for it to be incorporated into the Risk Register.

Action: GM

- c) The Chair of A&R was thanked for progressing the Risk Appetite.

25.29.04 RISK REGISTER

PAPER NO: 701

Noted that:

- a) The Chief Operating Officer outlined the provenance of the Risk Register and introduced the paper.
- b) Capital funding and cyber security in particular are critical issues. Potential procurement for an additional cybersecurity system is being looked into which would entail additional training.
- c) Student recruitment, particularly for international students, is another key risk. This is addressed in Item 25.30.01 International Student Recruitment.
- d) Estates costs and failures is another critical risk for student retention, reputation and organisation finances. The Board needs to keep an eye on increasing the position and maintenance of SRUC estates. The business case presented to the SFC will need to be clear around the expectations

and answers required for funding support. The Risk Matrix to estates will guide how estates will be prioritised as assets.

- e) Student residences are experiencing significant issues. Student accommodation in Elmwood has closed, and the ones in Barony have backlogged maintenance the Director of Campuses and Estates is currently working on alleviating. Some areas of the Barony residences are at risk noting the required scale of the project. The quality of student accommodation was acknowledged as critical to the student experience and retention. The Chair advised to return student residences as part of the Board strategy.
- f) The Board was encouraged to consider the expenses incurred in maintaining an adequate level of digital infrastructure in discussions around estates.
- g) The Board will return the discussion of developing a financially viable model that allows for student accommodation to be used on and off-season. The Board noted feedback and agreed to keep a live view.

25.30 FINANCE

25.30.01 INTERNATIONAL STUDENT RECRUITMENT – **CONFIDENTIAL, CLOSED BUSINESS**

Noted that:

- a) The Head of International Recruitment joined the meeting and introduced the presentation.
- b) The Board noted the first international recruitment meeting will be held in September 2025. **Reserved section – Ref FOI(S)A, s. 30, 33**
- c) India was noted as the largest market for international students in the United Kingdom, followed by Nigeria and Pakistan.
- d) **Reserved section – Ref FOI(S)A, s. 30, 33**

- e) The Board noted potential risks, such as students lapsing on fees, not arriving at SRUC, claiming asylum on arrival, currency instability in source countries, and the potential impact of UK immigration changes including the administrative requirements for SRUC (e.g. caps on available sponsored enrolments). The Board further noted risks such as reputational and academic changes arising from language barriers.
- f) It is imperative that support is offered to maintain a high standard of academic quality. Gap analysis and specialist training for the student experience and support will be brought in and kept under review. A new Head of Student Services has also been appointed.
- g) The Board and the Chief People Officer noted the Code of Conduct requires revising for students and staff to include diversity.

25.30.02 MARCH 2025 YEAR END UPDATE – CONFIDENTIAL, CLOSED BUSINESS

PAPER NO: 702

Noted that:

- a) The Chief Financial Officer introduced the paper.
- b) Significant progress has been made towards financial control and the delivery of the FRP. **Reserved section – Ref FOI(S)A, s. 30, 33**
- c) There has been positive divisional performance across the organisation. Farms in particular have seen a £1.4 million improvement. This has been supported by strong market conditions, and SRUC has been moving forward with some of the farms business plans.
- d) The key remaining risks were noted as:
 - a. Income recognition;
 - b. Pay inflation;
 - c. Post-pension cost exposure;
 - d. Delivery of savings in the financial targets;
 - e. Research performance
- e) **Reserved section – Ref FOI(S)A, s. 30, 33**

- f) The Agrecalc costs will need to be consolidated and factored into the group accounts. The Board discussed how to proceed with Agrecalc consolidation in the accounts. **Reserved section – Ref FOI(S)A, s. 30, 33**
The Chairs of the F&E Committee and SRUC Innovations Ltd agreed to discuss the matter out-of-meeting with the Chief Financial Officer.
- g) The Board discussed the sustainability of SRUC's long-term financial and strategic improvement. The Chief Financial Officer advised this budget in terms of operating position is focused on consolidating SRUC's current position.
- h) **Reserved section – Ref FOI(S)A, s. 30, 33**
- i) **Reserved section – Ref FOI(S)A, s. 30, 33**

25.30.03 25/26 BUDGET, CAPITAL AND CASHFLOW – CONFIDENTIAL, CLOSED BUSINESS PAPER NO: 703

Noted that:

- a) The Board noted the advance of the budget's previous position as a result of the extended Financial Year to 31st July to align to the Academic Year.
- b) The budget has planned to reduce the deficit by £1 million by July 2026.
Reserved section – Ref FOI(S)A, s. 30, 33
- c) Risks remain around:
 - a. Income recognition;
 - b. Pay pressure;
 - c. Staffing models; and
 - d. National Insurance cost pressures (£1.1 million, **Reserved section – Ref FOI(S)A, s. 30, 33**).
- d) The Going Concern outlook has been endorsed by the external audit team and the A&R Committee. **Reserved section – Ref FOI(S)A, s. 30, 33**
- e) The complete F&E Committee budget will be brought forward in the next financial year commencing 1st August 2025. SRUC has accounted for

repayments to the SFC within this budget. The pay claim negotiations is in line with the FRP.

f) **Reserved section – Ref FOI(S)A, s. 30, 33**

g) **Reserved section – Ref FOI(S)A, s. 30, 33**

h) The Chair advised that updated business systems was a major recommendation in the Lessons Learned audit. The Board noted a consultant has been working on the systems and a report for the systems will be published soon. **Reserved section – Ref FOI(S)A, s. 30, 33**

i) The Chair directed that the budgeted pay rise in 2026 be identified as a risk. The Board noted that Universities are not eligible to access public funding to support the additional NI cost as a result of Government policy, which Colleges can access.

j) The two union members on the Board **abstained** from approving the budget as they felt conflicted with the pay claim included in the budget.

k) The remaining present Board members **approved** the budget noting the Finance & Estates Committee's endorsement.

25.30.04 SVMB CAPITAL INVESTMENT BUSINESS CASE PAPER NO: 704

Noted that:

a) The Head of School – Veterinary Medicine and Bioscience joined the meeting and introduced the business case/capital proposal for approval.

b) The Board noted accreditation of the Vet School is require by the Royal College of Veterinary Surgeons (RCVS). Currently scheduled to review facilities in late 2027.

c) Three facilities have been listed in the business case. The Ruminant Handling Facility (RHF) and the Small Animal Teaching Clinic (SATC) are accounted in the budget and essential. The Postmortem Room is not being requested at this stage and has been presented for the Board's awareness to be approved later for the 2027 RCVS review.

- d) The Board noted there are currently no alternative teaching spaces and facilities for the veterinary courses available for SRUC students. Tulloch Farm in the region cannot allow for smaller animal spaces and can only accommodate beef. It was stressed that accreditation from RCVS will not be received in 2027 if the RHF and SATC are not built.
- l) The Board **approved** the following capital works: 1. The Ruminant Handling Facility, and 2. The Small Animal Teaching Clinic builds, noting the Finance & Estates Committee's endorsement.

25.31 GOVERNANCE

25.31.01 GOVERNANCE RECOMMENDATIONS PAPER

PAPER NO: 705

Noted that:

- a) The Company Secretary presented the Governance Recommendations Paper for endorsement.
- b) The Board **endorsed** the Governance Recommendations Paper, noting approval for the outlined posts would be taking forward through the required approval routes.

25.31.02 COMMITTEE APPOINTMENTS

PAPER NO: 706

Noted that:

- a) The Company Secretary presented the committee appointments recommendations for approval.
- b) The Board noted the appointment of five new Non-Executive Directors returned the Board to the maximum of 20 members.
- c) The Board thanked Jane Craigie, the outgoing Chair of the R&A Committee, for her time and contributions.
- d) The Board **approved** the following recommended committee appointments:
- Simon Cunningham joins the F&E Committee and becomes Chair when Margaret Khnichich retires in Dec 2025.

- Oliver Mundell joins the A&R Committee
- Neil Robertson joins the F&E Committee and Strategic Performance Committee
- Jamie Baker joins the R&A Committee and Strategic Performance Committee
- Kes Juskowiak joins the A&R Committee and becomes H&S Champion
- Dave Bell moves from A&R Committee and becomes the R&A Chair when Jane Craigie retires from the Board on 11th June 2025.
- Katrina Hayter moves from the Strategic Performance Committee to the A&R Committee.
- Pete Downes becomes the Independent Intermediary Board member when Jane Craigie retires.

25.31.03 SRUCSA UPDATE

PAPER NO: 707

Noted that:

- a) The SRUCSA update report was presented by the SRUCSA Co-President – South and West.
- b) The report highlighted key concerns around Animal Care not being provided at the Elmwood Campus. Concerns focused on support for students and improved communication.
- c) The Provost and Deputy Principal advised the following in response to the key concerns:
 - a. Support: The Head of School – Veterinary Medicine and Bioscience met with the students to discuss their offers and opportunities to continue their studies on another campus or provider in the Fife region, or to proceed with a different course at Elmwood. Places were held open in other courses to anticipate transfers. SRUC will continue to support students remaining in the courses they registered onto;
 - b. Travel: SRUC agreed to support travel for students who will have to resit any courses, and is currently waiting to hear from the Exam Board next week which students require resits.

- c. Communication: The Provost and Deputy Principal offered to meet with students if requested through the SRUCSA Co-Presidents; and
 - d. Animal Care Courses: SRUC has agreed to take more students at the Oatridge, Aberdeen and Barony campuses.
- d) The Board noted the expenditure in sporting facilities and asked how this was progressing. The Co-President outlined that they have been working on a gym facility for the past two years, noting SRUCSA had been successful in gaining funding from Spots Scotland for a 3-year post and this individual was driving this forward.

25.31.04 CLIMATE CHANGE ACTION PLAN

PAPER NO: 708

Noted that:

- a) The Environmental Manager joined the meeting and presented the Climate Change Action Plan for approval for online publication.
- b) The Board **approved** the Climate Change Action Plan.

25.31.05 ACADEMIC GOVERNANCE

PAPER NO: 709

Noted that:

- a) The Provost and Deputy Principal presented the Academic Governance paper for approval to change the Academic Governance structure in the academic handbook following the establishment of Schools. The proposed structure has been reviewed by all Academic Committees and the Academic Board.
- b) The Board noted the paper is not proposing changes in the remits of the Academic Board committees, only in the membership.
- c) Asking today for approval but will bring back in 12months with any further changes.
- d) The Board will receive reports for quality assurance and Board members are welcome to participate as observers to Academic Board committee meetings if requested through the Provost and Deputy Principal.

- e) The Company Secretary advised an academic assurance training session with a focus on the Tertiary Quality Enhancement Review (TQER) is being arranged for early 2026.
- f) The Provost & Deputy Principal outlined that the TQER provides a significant opportunity for the Board, as the TQER system is much better suited to SRUC.
- g) The Board **approved** the Academic Governance structure.

25.32 BOARD AND COMMITTEE REPORTS

25.32.01 ACADEMIC BOARD

PAPER NO: 710

Noted that:

- a) Relevant updates provided in Item 25.31.05 Academic Governance.

25.32.02 COMMITTEE REPORTS

PAPER NO: 711

Noted that:

- a) The Board discussed the necessity of including a Chair Report with the meeting minutes. The Chair advised that a Chair's Report provide an opportunity for the Committee Chairs to highlight key items of note, for approval, and provide further context for the Board outside the constraints of an official minute structure. The purpose is to facilitate communication between Committees.
- b) The Board discussed difficulties in being provided committee minutes following meetings held close to the Board meeting date. The Company Secretary highlighted that administrative support, minute-writing and meeting planning has been accounted for in the Governance Recommendations paper, which is aimed to be implemented by the December Board meeting.
- c) Academic Board:
 - a. Taken as read, no comments provided.
- d) F&E Committee:

- a. The committee cycles will be reviewed around a change of Financial Year end – the July accounts will have to be signed off by December. The Chief Finance Officer will meet with the Company Secretary to discuss the shift in financial year and subsequent timings of information being fed into the committees.
- e) A&R Committee:
 - a. The Board discussed the inclusion of Health & Safety (H&S) as a standing item on the A&R agenda. The Company Secretary advised the absence of a H&S report at the May A&R meeting was noted and discussed within and following the meeting. A report was compiled afterwards and circulated to the members. It was agreed outside the meeting that the H&S report would be compiled quarterly and circulated to the A&R Committee and H&S Champion.
- f) R&A Committee:
 - a. The outgoing R&A Committee Chair thanked the Board and ELT for the time and contributions during their appointment and welcomed the new Non-Executive Members to the Board.
 - b. Diversity was a key point of discussion in Board recruitment. Ultimately recruitment was finalised on merit, however the importance of diversity within the Board was acknowledged.
 - c. The Conflict of Interest did arise during the recruitment process.
- g) Strategic Performance Committee:
 - a. The Main points raised by the Director of Strategic Delivery and Growth were raised in Item 25.28 Strategy.
 - b. REF preparation was noted as a critical interest of the longer-term mission and reputational positioning, and will be reviewed on an annual basis. The Strategic Performance Committee Chair has agreed to meet with the Head of Research.
- h) Student Liaison Committee:
 - a. Taken as read, no comments provided.

Noted that:

- a) The SRUC Innovation Ltd. and SRUC Ventures Ltd. Boards convened in a joint meeting.
- b) Taken as read, no comments provided.

25.33 ITEMS FOR INFORMATION/ANNUAL REPORTS

Noted that.

- a) No comments provided.

25.34 ANY OTHER BUSINESS

Noted that:

- a) The Chair thanked the outgoing R&A Committee Chair and student members for their time and contributions.
- b) The Board congratulated the Provost & Deputy Principal on his election as a Royal Society of Edinburgh (RSE) Fellow.

25.35 DATES OF FUTURE MEETINGS - 2025

11 September – SRUC Board
24 September – Strategy Session
11 December – SRUC Board

Gabriella De Oliveira
Assistant Company Secretary
June 2025