Student Association Update – March 2025

This has been a busy period for the Students' Association since the appointment of the new Students' Association Liaison Officer last November, and one of change with regards to the sabbatical posts. We continue to develop and implement strategies to support students, to build on our systems of representation, and to increase engagement across all four campuses.

- **Student Association Liaison Officer**
  Laura Muetzelfeldt took up this new staff position four months ago and has focused on planning and managing the January freshers' events, providing training for Class Reps and members of the Students Representative Council, raising the profile of the Students' Association, supporting the Student President, and developing the roster of clubs and societies.

- **Student President update**
  J McNicol resigned at the end of last year. As stated in the last report, two students were elected to the role Student President (as a job share). Unfortunately, we were unable to offer one the post . Happily, Karam took up the post on 13th January and his focus has been on raising the profile of the Students' Association, recruiting Liberation Officers, and supporting students.

- **Raising the profile of the Students' Association through freshers' events**
  Freshers' events were held across all four campuses during the week beginning 27th January. These were some of the most ambitious freshers' events that have been held at the College, and included fairground stalls, face painting, a caricaturist, live music, animal handling sessions, circus skills workshops, and alpacas. In addition, external and internal agencies had stalls, including departments from within the College (e.g. Enabling Services, Health and Wellbeing), charities (e.g. White Ribbon, RSPCA) and businesses (Domino's, Pure Gym). The feedback from the Freshers' Feedback Survey was incredibly positive, with 74% stating that the events helped to raise the profile of the Students' Association. We have been working hard to capitalise on the success of these events by creating a video, which can be viewed here: Freshers 2025 Highlights video 1.mp4. This has been shared via social media and on the website.

- **Improving student representation – Class Reps**
  In-person training for new Class Reps took place at the start of December at all campuses. This was supplemented by self-paced, online training, which was made available in January. Feedback from training was very positive, with most students judging the training to be 'outstanding'. Since then, the Students' Association has seen an increase in students seeking help and support with matters relating to courses and studying within the College. The proposed new system for Reps (including Class Reps and Communications Reps) was not implemented as the work had not been done to prepare for this. When Laura started in November, her priority was offering training for Reps, creating channels of communication between Reps and the Students' Association, and responding promptly to issues raised by Reps.

- **Improving student representation – Student Representative Council (SRC)**

Class Reps were invited to volunteer to join the SRC and a Development Day for these new members was held on 4h February. This training was inspired by sparqs' annual event for education officers and those who support them ('That's Quality'), and included presentation/input/appearances from WCS's Fiona Goggins and Cathy MacNab, as Ian Sadiq-Gilmour (NUS). The SRC Development Day also provided an opportunity for us to evaluate the effectiveness of the current system of student representation within the College (please see below).

- **Evaluating the structure of student representation within the College**
  A focus group was held with SRC members to evaluate the effectiveness of the structure that is currently in place so that the student body has representation. This was followed up with a survey that was shared with all Class Reps. Both the focus group and the survey overwhelmingly favoured adjusting the current system to allow students to take up the Student President roles on a part-time basis. The reasons for this were largely to do with increasing the potential for attracting the 'right kind' of candidates for these sabbatical posts. Several members of the SRC stated that they would consider running if the role is part-time, but would be unwilling or unable to take a year out of their life – putting their academic plans/career progression on hold to do so. Given the strong response of representatives of the student body on this matter – and taking into consideration the issues there have been with full-time Presidents in recent years – we are currently considering making adjustments to the current structure. For example, by replacing the full-time roles with part-time positions.

- **Creating and maintaining connections with external agencies**
  The Students' Association has met with a number of agencies/colleges in the last few months, including: sparqs, NUS Scotland, City College, Kelvin College, University of the West of Scotland. Connections such as these are incredibly important for the ability of the Students' Association to support students with matters that are bigger than the College. For example, next week, we will meet with Rachel Currie (Campaigns and Influencing Manager, NUS Scotland) to try to support students who are frustrated and angry that the course they were hoping to progress to has been cancelled as a result of funding cuts.

- **Clubs and societies**
  Work is ongoing to try to establish as many clubs and societies as we can that will be of interest students. A survey was created to ascertain what clubs and societies students would like to join and MS Teams have been set up for the viable options. These include creative writing, LGBTQ+, Film & TV, Music, and Debating. The following clubs are already in the process of being set up: Chess/Board Games, Creative Writing, Crochet. The SCR and the Students' Association have identified a need for information about clubs and societies to be more easily accessible to students. One option is to create a page dedicated to clubs and societies (including a link for students to suggest and set up their own club) on the College website. Clubs and Societies will also be advertised during the freshers' events in August. We will start planning these events in the coming months to avoid a repeat of the cancellation of these events that occurred last year.

- **Raising the profile of the Students' Association and Student President**
  One of our priorities, moving forward, is to increase awareness of what the Students' Association is, and what it can do to support students. The successful freshers' event were an important first step. This will be followed up with a campaign that will include posters and

posts on social media to increase awareness. One of the incredibly disappointing pieces of feedback from the Class rep training was that most students did not know who the Student President was. Karam's high profile at freshers' events (wearing a Student President hoody) was, again, an important first step. We will continue to build on this through a comprehensive poster campaign. Posters have already been made with Karam's headshot – plus the days and times he will be on campus (and where) – and have been sent to the Print Room. We are also planning 'meet your Student President' events, in which Karam and Laura will set up a stall at reception at all campuses, beside a roller banner for the Students' Association. In addition, online 'office hours' will be set up to make it easier for students to contact him.

- **SA recruitment 2025/26**
  The following timeline has been agreed for the election of the new Student Presidents:

Activity	Dates
Candidate briefings (2 weeks)	Tues 22 Apr – Fri 2 May (Mon 21 = Easter holiday)
Nominations (1 week)	Tue 6 May – Fri 9 May (Mon 5 = bank holiday)
Campaigning (2 weeks)	Mon 12 May – Fri 23 May
Voting (1 week)	Mon 26 – Fri 30 May

Title of Paper	Chair's Report
Presented by:	W Hatton, Chair of the Board of Management
Action:	To note
Status:	PUBLIC

First of all, I am delighted to welcome our new Board members to their first Board meeting – Alisdair Barron, Joanne Kerr and Karam Mohamed. It was a real pleasure to hold 'induction' chats with them as these were opportunities to have some insight into their areas of interest as well as how the Board can maximise their respective experience and expertise.

I, along with a number of Board members and Senior Management Team, participated in the CDN Conflict Management Workshop hosted by Ayrshire College on 24 February 2025. This was a very informative session with techniques to achieve a positive result. It had the added value of joining colleagues from Ayrshire College as a networking opportunity.

A major activity since the last Board meeting was the recruitment of the new Principal. This has attracted wide interest beyond Scotland to England and internationally. The first interviews will be held on Friday 21 March 2025 and the final interviews will be held on 28 March 2025. My sincere thank you to the Panel members for their valued input. My appreciation also goes to the HR, Communications and IT teams, and the Governance Manager for their advice and support in the preparation, promotion and organisation of interviews. Thank you must also go to all Board members and staff who have helped to promote the vacancy widely.

In the national arena, Liz Connolly, Principal, and I attended the Colleges Scotland Board where we supported the proposal to change the governance structure. This is aimed at making better use of Chairs' and Principals' time through the establishment of a Council of Sector Leaders (Chairs and Principals) which will oversee and drive the sector's strategic directions, transformation and advocacy with one-voice. This will enable separation of the governance of the organisation's business through a smaller Board of Trustees, which will consist of an Independent Chair, non-executive trustees, two Chairs and two Principals.

Dr Waiyin Hatton
Chair, Board of Management

Title of Paper	Internal Governance Update
Presented by:	Susan McDonald, Governance Manager
Recommendation:	**To Note and Approve**
Status:	**RESTRICTED**

Purpose / Executive Summary:

This paper provides the Board with an update on any governance activities that have taken place since the last meeting. The report includes an update on the following (not exhaustive):

- Board Non-Executive Member Recruitment
- Audit & Risk Committee decision to award Internal Auditors Contract
- Board & Committee Membership
- Board Internal Effectiveness Review
- Board & Committee Proposed Dates of Meetings for 2025/2026
- Internal Audit Reports
- Governance Professionals Steering Group Update
- TU Board Member (Non-Teaching)

Recommendations:

The Board of Management is asked to:

- **Ratify** the recommendation from Audit & Risk Committee to award the Internal Auditors Contract**.**
- **Approve** the proposal for Internal Effectiveness Review
- **Note** the updates provided on governance related matters

Implications:	
Financial	Not applicable for this report
Student Experience	Student Experience is considered on all activities of the College
People	Not applicable for this report
Legal	Ensuring proper governance across Board activities
Reputational	Not applicable for this report
Community/ Partnership impact	Not applicable for this report
Environment	Not applicable for this report
Equalities	Not applicable for this report

Board Member Recruitment

Following a successful recruitment exercise in November 2024, two new Non-Executive Board Members have been appointed and will be attending this meeting as their first main Board Meeting. Karam Mohamed, Student President is also attending his first Board meeting today.

Samantha Mason also joins the Board from today as the additional Student Association Board Member. Samantha has been nominated to join the Board till the end of this academic year. Elections for next year's Student Association Officers are currently taking place.

WCS Board now has a full complement of Non-Executive Board Members, with the only current vacancy being the Non-Teaching Trade Union Member.

Internal Audit

At the last Audit & Risk Committee meeting held on 12 March 2025, the Committee discussed the current Internal Auditors contract which ends at 31 July 2025. Using the guidelines as per the APUC Framework, the College proposes to carry out a direct award to the first ranked from the Framework, this being Wylie Bisset Group, our current providers. The Committee discussed and approved the proposal and agreed that the new contract will be for a period of 3 years from 1 August 2025 to 31 July 2028 with the option to extend for a further 2 two years (to 31 July 2030) if felt appropriate by the Committee to do so. The contract will cover the same as previous, being internal audit service as well as the other audit services required by SFC/SAAS on student activity and student funding.

The Board is asked to **ratify** the recommendation being made by the Audit & Risk Committee.

Board and Committee Membership

Following the above changes, an updated list of Board and Committee Membership has been uploaded to the Board Teams Library.

Board Strategy Day -27 January 2025

A copy of all presentations from the Strategy Day have been uploaded to the Board Teams Library for Members' information.

Internal Effectiveness Review

The Board is required to conduct an annual Internal Effectiveness Review as well as update its annual Development Action Plan. It is proposed to take this forward in the same way as previous years with the issue of a survey questionnaire (copy of which will be uploaded to the Board Teams Channel). To ensure an insightful analysis, it is important that all Board members complete the survey. For the newer Board members completing the survey, it would be useful to also learn from their experience / practice from other organisations they have worked with, so we benefit from that information.

It is proposed that the survey will be issued the first week in April to all Board Members, with the closing date for completion of the survey to be Friday 25 April 2025. The results of the survey will be used to develop the 2025/2026 Board Development Action Plan, which will be emailed out to Board Members by the end of May 2025 and submitted to the Board Meeting on 23 June 2025 for final approval.

Board and Committee Meeting dates 2025/2026

A proposed schedule of dates for 2025/2026 is attached for information and comment. Meeting invites will be issued in advance for all meetings.

Hospitality & Gifts Policy and Register

The Hospitality & Gifts Policy sets out the standards of behaviour the College expects from its employees and members of the Board when they are offered gifts, benefits, or hospitality by anyone or have personal, financial, or other beneficial interests in any transaction between the College and a third party. The Governance Manager will maintain a register of gifts, benefits and hospitality offered to members of the Board of Management, the Principal and the Director of Finance & Estates. The Director of Finance & Estates maintains a register for all other members of staff. All offers, whether accepted or declined, should be recorded on the Register.

Internal Audits

The following Internal Audits have taken place recently and the full reports have been added to the Board Teams Library:
- Finance Systems Health check
- CIVICA Governance (Student Management information System)
- Succession Planning

Further Audits taking place in March include:
- Freedom of Information (FOI)
- Review of the CIVICA System
- Risk Management

Governance Professionals Steering Group

The group met on 18 February and the following items were discussed:
- ***Trade Union (TU) Board Members***. It was noted that there were very few colleges who have managed to appoint a TU Board member from the support staff unions. It was suggested that some national guidance on the appointment process was required
- ***Code of Good Governance.*** It was suggested that some changes to the wording in certain sections of the Code be proposed to provide clarity on expectations particularly in relation to effectiveness reviews and chair's appraisals.   These will be submitted to the Good Governance Steering Group
- ***CDN Recruitment and Retention of Board Members.*** The output from the report noted that there was no evidence of any crisis with recruitment or retention. Non-Executive Members with Finance/Accounting experience remains challenging across the sector. CDN are proposing to hold a recruitment bank of candidates who apply for Board Membership but

may just miss out on appointment at the individual college. They would be asked if they would wish to be included in this pool.

- *Use of AI in Board Business.* A discussion ensued on the use of AI, taking into consideration restricted information as well as data protection issues. Further session to be arranged.
- *Colleges Development Network (CDN) Update.*
  - CDN now issuing welcome emails to all new Board Members to introduce them to the Network and the online learning modules available.
  - New sessions now added for the Governance Programme – questioning and scrutinising skills; chairing meetings; role of Senior Independent Member (SIM); general board briefing; and short videos on conflict of interest and collective responsibility. An online event with Changing the Chemistry to be arranged for September as a general information session for anyone considering Board Membership.

TU Board Member (non-teaching)

Contact has been made by UNISON to take forward the vacant Board position. A communication has been issued to all UNISON Members at the College, asking for nominations, with a closing date of 28 March. UNISON have also contacted UNITE who have agreed they are happy for UNISON to seek these nominations. The Board will be updated on the outcome of the nominations and election process.

Campus Visits

Board members will be offered tours of all campuses on a regular basis. We will try to set these up just before Board meetings which will be rotated around all three main campuses. Members will be asked to confirm should they wish a tour in advance of each. Should any Member wish tours to take place sooner than these meetings, these can be arranged.

Board Member Travel Expenses

Board Members are entitled to claim travel expenses to attend Board meetings and other College events. Guidelines and required forms for completion have been added to the Board Teams Channel. All expenses are paid through the College's payroll system and Members will initially require completing Bank Details and Starter Checklist in order you can be set up on the system. Once this has been completed, claim forms can be submitted via the Governance Manager.

Board/Committee	Time	day	Date of Meeting 25/26	
				Acad Session starts 11/8 staff; 25/8 stude
Greenock Graduation, The Beacon	6pm	Tues	09/09/2025	
LTQC	4pm	Wed	10/09/2025	
ARC	4pm	Tues	16/09/2025	(suggesting Tues as Graduation on Wed)
Paisley Graduation, Town Hall	6pm	Wed	17/09/2025	
CDC	4pm	Mon	22/09/2025	(suggesting Mon as Graduation on Tues)
Clydebank Graduation, Town Hall	6pm	Tues	23/09/2025	
September Weekend			26 & 29 Sept	
Board- GREENOCK	4pm	Mon	06/10/2025	
OCTOBER WEEK			13 - 17 Oct	
LTQC	4pm	Wed	19/11/2025	
CDC	4pm	Tues	25/11/2025	
Joint ARC/CDC	4pm	Tues	02/12/2025	
Board - CLYDEBANK	4pm	Mon	15/12/2025	
CHRISTMAS HOLIDAY			22/12/25- 2/1/26	
Board Strategy / Development / Training		Mon	26/01/2026	
Mid Term			16/17 February	
LTQC	4pm	Wed	25/02/2026	
CDC	4pm	Tues	03/03/2026	
ARC	4pm	Wed	11/03/2026	
Board - PAISLEY	4pm	Mon	23/03/2026	
SPRING BREAK			3/4/26- 17/4/26	
EASTER			3 & 6 April	
May Day			04/05/2025	
Board Development Event / Training	Half Da	Mon	11/05/2026	
ARC	4pm	Wed	27/05/2026	
LTQC	4pm	Wed	03/06/2026	
CDC	4pm	Tues	09/06/2026	
Board - GREENOCK	4pm	Mon	22/06/2026	End Term 19/6 students; 25 /6 staff
Rem	4pm	Tues	TBC	
Noms			TBC	

Title of Paper	WCS Strategic Risk Register
Presented by:	Nicola Connelly, Director of Finance and Estates
Recommendation:	To Discuss & Agree
Status:	PUBLIC
Linked To:	
KPI(s)	All KPIs will be closely monitored, any causing major concern will be covered within the Register
Strategic Objective	All - Students, Sustainability, Partnerships, People and Future
Strategic Risk	All strategic risks to be identified and monitored

Purpose / Executive Summary:

At the Board Strategy Day on 27th January, there was a review of the current Strategic Risk Register and agreement that Committees should review the Register to determine the key risks associated with the Committee, along with consideration as to whether all key strategic risks are identified.

The Committee should also consider the mitigations for the associated Committee key strategic risks, in line with the agenda discussions at the Committee and recommend any amendments to be submitted for the next Risk Register update.

Any changes to the register from the previous meeting will be highlighted on the document.

Recommendations:

The Corporate Development Committee is asked to review the Strategic Risk Register to:
- Agree the key risks associated with the CDC Committee
- Recommend any amendments to the key strategic risks
- Recommend any amendments to the mitigations

Implications:	
Financial	All implications have been considered across all risks on the register.
Student Experience	All implications have been considered across all risks on the register.
People	All implications have been considered across all risks on the register.
Legal	All implications have been considered across all risks on the register.

Reputational	All implications have been considered across all risks on the register.
Community/ Partnership impact	All implications have been considered across all risks on the register.
Environment	All implications have been considered across all risks on the register.
Equalities	All implications have been considered across all risks on the register.

Title of Paper	Learning, Teaching & Quality Committee Chair's Report
Presented by:	Gordon Hunt, Chair of LTQ Committee
Recommendation:	**To Note**
Status:	**PUBLIC**

Purpose / Executive Summary:

The Chair of the Learning, Teaching & Quality Committee will provide Board Members with an update of discussions at the meeting of the Committee held on 26 February 2025.

Recommendations:

The Board is asked to note the update provided.

Implications:	
Financial	
Student Experience	
People	
Legal	Not applicable for this report.
Reputational	
Community/ Partnership impact	
Environment	
Equalities	

1.   **Background**

The Learning, Teaching & Quality Committee met via Teams on 26 February 2025. Apologies were noted from J O'Neill and D Donaldson.

2.   **Highlights from the meeting**

2.1   Allan Dick, Economic Development Manager gave the Committee a presentation on the **Regional Economy and Labour Market Intelligence.** He discussed the context on the impact of the labour market on the economy; demographic changes; the top employment industries; unemployment and inactivity and the reasons for these; job openings mid-term and long-term; and qualifications and upskilling required, including green element, and how to prepare for the future.   A copy of the informative presentation will be uploaded to the Board Library.

2.2   The Committee welcomed Karam Mohamed, new **Student President** to his first meeting. The **Students Association** report updated on the proposals for campus-based Student Presidents to encourage more involvement and visibility while continuing with studies. The support available to Student Presidents was also highlighted. The progress being made on setting up clubs and societies, and the success of the recent Freshers' Week.   The new Student Association Liaison Officer would attend the next meeting of the Committee to update on their role.

2.2   A high-level summary of the **Curriculum Planning and Review Outcomes for 2024,** the focus being on HND Year 2 provision and the successful move to short full time delivery for some programmes. It was suggested that at a future meeting, the Board may wish to receive an understanding of the demographics, with the decline in full-time provision as well as the makeup of the types of courses and student demand.

2.3   An update on key areas of progress over last session and the strategy priorities for 2024/2025 on the **Curriculum Strategy**. The next review of the Strategy would be brought forward and updated in 2025, in line with the new Corporate Strategy and Shaping Our Future Together programme.

2.4   Additional information given on the reduction of **full-time female enrolments**, mainly to check if there was an overall reduction in female enrolments, or if female students were choosing different subjects to study. It was reported that some areas included an increase in the number of female students, however, some also included a decrease in male students or overall student numbers.

2.5   An overview was given of the internal college developments and processes to support the actions as aligned to the implementation of the four principles of the **Tertiary Quality Enhancement Framework (TQEF) Update – Internally Led Quality Review.**

2.6   Following discussions at the Strategy Day, the Committee discussed and agreed the way forward for **KPI reporting.** Student perspective to also be considered.

2.7   While all risks on the **Strategic Risk Register** were relevant to the Committee, it was agreed that the ones specifically relating to students would be the focus for LTQ. These being - Falling

Student Numbers; Reputational Risk; Workload Management and Alternative Income Generation.

2.8   The **Educational Leadership update** noted the recent senior staff changes and the additional workloads now being taken on by the three Assistant Principals currently in post.   The continuing challenges with CIVICA were also noted, however improvements were being made and looking more positive going forward.

2.9   Items also issued for information included the CIVICA Governance Internal Audit Report and the last Quality Standards Committee meeting minute.

2.10 Consideration of a name change for the Committee, to include Student Experience was discussed. Options for new name to be submitted to next meeting for agreement, before being submitted to the Board for final approval.

3.   **Recommendations:**
The Board is asked to note the update provided.

Board of Management

Summer Meeting (June)

	Standing Items at every Meeting	Additional Items known for meeting
Governance:	Minutes of Previous Meeting	Agreed dates of meetings for following year
	Chief Executive's Report	Self-Evaluation of Board and Committees Results
	Chair's Report	Board Development Plan (annual)
	Committee Chairs' Reports	Internal / External Effectiveness Review Report
	IA Reports	IA Reports
	Minutes of Committee Meetings	
	Schedule of Business	
	Governance Updates	Compliance Report
Corporate Reporting		KPIs
Student	Student Association Report (LTQ)	
Learning & Teaching		TQEF
Finance / Estate/Risk	Risk Management	Review of Strategic Risk Register / Risk Management Strategy
		Management Accounts
		Budget 2024/2025 and Financial Forecast Update (final)
	Estates & Projects Update	
People:		
Annual Updates		**Modern Slavery Statement**
Policies:		Health & Safety Policy
Strategies:	CS Underpinning Strategies	Student Health & Wellbeing Strategy

Autumn Meeting (October)

	Standing Items at every Meeting	Additional Items known for meeting
Governance:	Minutes of Previous Meeting	Register of Interests Summary
	Chief Executive's Report	Code of Conduct
	Chair's Report	Articles / Standing Orders / Scheme of Delegation
	Committee Chairs' Reports	Membership (new members), Dates Meetings 2024/2025
	Minutes of Committee Meetings	Legislative Compliance
	Schedule of Business	
		Draft Annual Report
	Governance Updates	
Corporate Reporting		**KPIs (CDC)**
Student	Student Association Report (LTQ)	
Learning & Teaching		Quality Enhancement Framework
Finance / Estate/Risk		Review of College Financial Regulations
		Financial Year End Update
		Financial Forecast
	Estates & Projects Update	
	Risk Management	Review of Risk Register
	Procurement approvals	
People:	People:	Re-structure / Staff Movements (JR) (CDC/Budget)
Annual Updates	Annual Updates	Governance updates as above SE of Committees (results)

Policies:	Policies:	Financial Regulations (ARC/CDC) Health & Safety Policy (CDC) Information Security Policy (ARC/CDC)
Strategies:	Strategies:	CS Underpinning Strategies

Winter Meeting (December)

	Standing Items at every Meeting	Additional Items known for meeting
Governance:	Minutes of Previous Meeting	Internal Audit Annual Report (ARC)
	Chief Executive's Report	Report from Audit & Risk Committee to Board (ARC)
	Chair's Report (inc Member appraisal)	External Auditor Annual Report & Letter of Rep (ARC)
	Committee Chairs' Reports	Board Development Plan – Mid Year Review
	Minutes of Committee Meetings	Chair's Appraisal Outcome (verbal)
	Schedule of Business	Financial Statements & Annual Report for the year end 31 July 2024 (ARC/CDC)
	Governance Updates	
Corporate Reporting		**KPIs (CDC)**
Student	Student Association Report	
Learning & Teaching		Regional Outcome Agreement Review & Self Evaluation (LTQ)
Finance / Estate/Risk		Financial Year End Update (ARC/CDC)
		Management Accounts (ARC/CDC)
		Financial Forecast (ARC/CDC)
	Estates & Projects Update	
	Risk Management	Risk Register
	Procurement approvals	
People:		HR & OD Annual Report (CDC) Staff Survey Results
Annual Updates		H&S Annual Statement - CDC?
		Sustainability Statement (Annual)
Policies:		
Strategies:		Corporate Strategy (Final) Business Transformation Sustainability

Spring Meeting (March)

	Standing Items at every Meeting	Additional Items known for meeting
Governance:	Minutes of Previous Meeting	Proposed dates of meetings for following year
	Chief Executive's Report	
	Chair's Report	
	Committee Chairs' Reports	
	Minutes of Committee Meetings	
	Schedule of Business	Board Effectiveness Review (internal or external) (process)
	General Governance Updates	
Corporate Reporting		
Students	Student Association Report (LTQ)	

Learning & Teaching		TQEF
Finance / Estate/Risk	Risk Management	Review of Strategic Risk Register
		Management Accounts to January
		Draft Budget 2024/2025 and Financial Forecast Update (draft)
	Estates & Projects Update	KPIs (all meetings)
		PCIP Report (ARC) (every 2 years)
People:		
Annual Updates		Equality Mainstreaming Report (every 2 years) 2025
		Sustainability Statement (Annual)
Policies:		
Strategies:	CS Underpinning Strategies	Student Health & Wellbeing Strategy