

OFFICIAL

SFC Board Meeting

The 156th meeting of the Scottish Further and Higher Education Funding Council

Date: Thursday 25th September 2025

Time: 1030am-1700pm

Venue: Carnegie A, Apex 1, Haymarket Terrace, Edinburgh

Agenda

General Business

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| 1. | Chair's Business | Verbal
(Cara Aitchison) | To note |
| 1030- | | | |
| 2. 1035 | Declarations of Interest | Verbal
(Cara Aitchison) | To note |
| 3. | Minute of the meeting held 12 June 2025 | SFC (2025) 070
(Cara Aitchison) | To approve |
| 1035- | | | |
| 4. 1040 | Minute of the meeting held 19 June 2025 | SFC (2025) 071
(Cara Aitchison) | To approve |
| 5. | Minute of the meeting held 4 September 2025 | SFC (2025) 072
(Cara Aitchison) | To approve |
| 6. 1040-
1045 | Board Action Log | SFC (2025) 073
(Louisa Baker) | To approve |



Chief Executive and Chair's Reports (Official- Sensitive Commercial)

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| 7. | 1045-
1055 | Chair's Report | SFC (2025) 074

(Cara Aitchison) | To note |
| 8. | 1055-
1105 | Chief Executive's Report | SFC (2025) 075

(Francesca Osowska) | To note |

Risk Management (Official- Sensitive Commercial)

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| 9. | 1105-
1125 | SFC Risk Register and Assurance Map:
Quarterly Review | SFC (2025) 076

(Louisa Baker) | To discuss |
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Reform (Official- Sensitive Commercial)

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| 10. | 1125-
1145 | Post-School Education and Skills Reform
Update | SFC (2025) 077

(Teresa Ironside) | To discuss |
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Finance, Funding and Operations Part 1 (Official- Sensitive Commercial)

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| 11. | 1145-
1200 | SFC Annual Report and Accounts to 31
March 2025 | SFC (2025) 078

(Tiffany Ritchie/Karen
Murray) | To approve |
| 12. | 1200-
1205 | Audit & Risk Committee: Annual Report | SFC (2025) 079

(David Alexander) | To approve |

Research & Innovation (Official-Sensitive Commercial)

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| 13. | 1205-
1220 | Delivering Value through SFC Knowledge
Exchange and Innovation | SFC (2025) 080

(Helen Cross) | To note |
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External Affairs (Official)

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| 14. | 1220
1225 | SFC Approach to Consultations | SFC (2025) 081

(Lynne Raeside) | To approve |
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Reports from Committees (Official-Sensitive Commercial)

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| 15. | 1225-1245 | Reports from RKEC, ARC, Finance and RNC | Verbal
(Committee Chairs) | To note |
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Lunch 1245-1315

High Engagement Institutions (Official- Sensitive Commercial)

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| 16. | 1315-1345 | High Engagement Institutions | Presentation
(Jacqui Brasted) | To discuss |
| 17. | 1345-1400 | Enhancing Institutional Scrutiny | SFC (2025) 082
(Tiffany Ritchie) | To discuss |

Finance, Funding and Operations Part 2 (Official- Sensitive Commercial)

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| 18. | 1400-1420 | University of Dundee: Update | SFC (2025) 083
(Richard Maconachie) | To approve |
| 19. | 1420-1435 | Principles and Approach to Funding AY 2026-27 | SFC (2025) 084
(Tiffany Ritchie) | To approve |
| 20. | 1435-1450 | SFC Investment: | | |
| | | • College Transformation Framework | SFC (2025) 085 | To approve |
| | | • SIIF investment over £1m: | | |
| | | ○ College Infrastructure Investment Plan | SFC (2025) 086
SFC (2025) 087 | To approve
To approve |
| | | ○ UHI | (Tiffany Ritchie) | |

Corporate Governance & Planning (Official- Sensitive Commercial)

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| 21. | 1450-1505 | SFC Key Performance Indicators (KPIs) | SFC (2025) 088
(Louisa Baker) | To approve |
| 22. | 1505-1515 | SFC Delivery Plan 2025-27: Q1 Review | SFC (2025) 089
(Louisa Baker) | To discuss |

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| 23. | 1515-
1525 | Indicative Timetable and Approach to New
SFC Strategic Plan | SFC (2025) 090

(Francesca Osowska) | To approve |
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Any other Business (Official-Sensitive Commercial)

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| 24. | 1525-
1530 | Any other business | Verbal

(Cara Aitchison) | To note |
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Items to Note (Official-Sensitive Commercial)

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| 25. | - | Use of Delegated Authority: 1 June-31 August 2025 | SFC (2025) 091

(Tiffany Ritchie) | To note |
| 26. | - | Best Value: Annual Report | SFC (2025) 092

(Louisa Baker) | To note |
| 27. | - | Long term agenda | SFC (2025) 093

(Louisa Baker) | To note |
| 28. | - | Remuneration & Nominations Committee: Minute of the meeting held 13 May 2025 | SFC (2025) 094

(Linda Hanna) | To note |
| 29. | - | Research & Knowledge Exchange Committee: Minute of the meeting held 4 June 2025 | SFC (2025) 095

(Lesley Yellowlees) | To note |
| 30. | - | Audit & Risk Committee: Minute of the meeting held 13 June 2025 | SFC (2025) 096

(David Alexander) | To note |
| 31. | - | Finance Committee: Minute of meeting of 29 May 2025 | SFC (2025) 097

(Mhairi Harrington) | To note |

Break 1530-1600

Closed Session (Official-Sensitive Commercial)

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| 32. | 1600-
1700 | University of Dundee Investigation Report: Lessons Learned | Discussion

(Pamela Gillies/
James Aston) | To discuss |
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Dates of Future Meetings:

Thursday 20 and Friday 21 November 2025 (Board Strategy Event)
Thursday 11 December 2025 (virtual)
Thursday 12 February 2026 (virtual)
Thursday 19 March 2026 (in person)
Thursday 14 May 2026 (virtual)
Thursday 25 June 2026 (in person)
Thursday 24 September 2026 (in person)
Wednesday 18 and Thursday 19 November 2026 (Board Strategy Event)
Thursday 10 December 2026 (virtual)