Heriot-Watt University

THE COURT

Minutes: 26 March 2026

In the Chair:	Mr Bruce Pritchard, Chair of Court	
Present:	Professor Paul Dalgarno, Senate Member Dr Louise Delicato, Senate Member Mr Graeme Dickson, Lay Member Mr Cameron Fields, Student Union (SU) President Ms Hilary Hansen, Lay Member Mr Steve Heathcote, Lay Member *(until 10am)* Dr Brian Henderson, Alumni Member Mr Gary Kildare, Lay Member Mr Paul Lewis, Lay Member Ms Holly McAdams, SU Vice-President (Academic) Dr Yvonne McLaren-Hankin, Dean of the University	Professor Steve McLaughlin, the Vice-Principal of the University Mr Rodney Miller, Lay Member Ms Marta Phillips, Lay Member Mr Bruce Roberts, Staff Member *(from 9am until 9.35am)* Mr Alan Robertson, Lay Member *(until 10am)* Mr Ian Stevenson, Lay Member Ms Denise Thomas, Lay Member Mr Mike Tumilty, Deputy Chair of Court Dr Laura Wicks, Staff Member Professor Richard Williams, Principal and Vice-Chancellor Ms Dorothy Wright, Lay Member
Member apologies:	Mr Jürgen Munz, Trade Union Member	Professor David Jenkins, Trade Union Member
In attendance:	Ms Ruth Moir, University Secretary and Vice-Principal (Governance and Operations) Ms Sue Collier, Global Director of Governance and Legal Services (GALS) Ms Suzie Lyons, General Counsel Professor Dame Heather McGregor, Vice-Principal and Provost (Dubai) Ms Penny McIntyre, Global Director of HR Professor Gill Murray, Deputy Principal (Enterprise and Business) Professor Tadhg O'Donovan, Deputy Principal (Education and Student Life) Mr Martin Pringle, Global Chief Financial Officer (GCFO) Professor Chris Turney, Deputy Principal (Research and Impact) Ms Lisa Herlihy, Clerk to the Court	
Attendee apologies:	Professor Mushtak Al-Atabi, Vice-Principal and Provost (Malaysia)	Professor Mercedes Maroto-Valer, Deputy Principal (Global Sustainability)

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M26/08 WELCOME, APOLOGIES AND DECLARATIONS OF INTEREST

The Chair welcomed all present to the meeting and the apologies for absence were noted. On behalf of the Court, the Chair noted thanks to all colleagues supporting the University's response to the conflict in the Middle East. In particular, the Court appreciated the work being done by colleagues at the Dubai Campus under such difficult circumstances.

The Chair noted the following declarations of interest:

- Dr Yvonne McLaren-Hankin had an interest in M26/18 *Report to Court on Outcomes and Impacts of Resource Changes*, in particular relating to Academic Rightsizing and the Paid Leaver Scheme;

- Dr Louise Delicato had an interest in M26/22 *Report from the Governance and Nominations Committee* in relation to her proposed appointment. She briefly exited the meeting whilst this was considered; and

- Ms Denise Thomas had an interest in M26/23 *Appointment of the Chair of the Audit and Risk Committee and Renewal of Trade Union Members*. She briefly exited the meeting whilst the relevant item was considered.

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M26/09 MINUTES OF THE MEETINGS ON 11 DECEMBER 2025 AND 12 FEBRUARY 2026, AND REPORT FROM THE JOINT MEETING OF THE COURT AND THE SENATE

The Court **approved** the minutes of the meetings on 11 December 2025 and 12 February 2026, and the Report from the Joint Meeting of the Court and the Senate on 12 March 2026.

M26/10 REPORT FROM THE COURT INTERIM BUSINESS COMMITTEE (CIBC) (Ct/26/04)

The Court **noted** the report from the CIBC, presented by the Chair. The Court noted that the Committee would be working on development of the 2026-27 Court Priorities in order to have these in place before the start of the academic year. This would allow the Priorities to be cascaded to the University Executive (UE), the Senate and other relevant committees. Court members were invited to provide any suggestions for Priorities to the Chair and the University Secretary.

M26/11 ACTIONS LOG, MATTERS ARISING AND COURT AGENDA TRACKER

The Court **noted** the Actions Log and Agenda Tracker, presented by the Chair. The Court agreed that those items marked as complete would now be removed from the Log.

The Vice-Principal provided an update on Action 25/32, which related to the development of a scorecard for online growth. Strategy 2035 identified three core growth areas for Heriot-Watt Online: portfolio, distribution at scale and innovation. Initially, the University intended to measure growth within these three areas, each of which would have different benchmarks for revenue per head and margin. In the first instance, it was planned to deliver an update to Finance Committee and this had been scheduled for September.

The Court requested that those actions which had 2025-26 due dates were reviewed and provided with a more precise due date.

M26/12 REPORT FROM THE FINANCE COMMITTEE (Ct/26/05)

The Court **considered** the report from the Finance Committee, presented by Mr Steve Heathcote, Chair of the Committee.

Progress towards breakeven
The Committee was closely focused on overseeing the relevant Court Priorities, including the University's progress towards a breakeven position in 2025-26.

XXX Reserved Section – Ref. FOI(S)A, s.33

The Court agreed that the Finance Committee would hold an additional meeting to consider a risk adjusted 2026-27 financial forecast. It was noted that an additional meeting had previously been proposed to consider the Q2 forecast and the revised Global Research Institute business cases, and that this business could be combined with the 2026-27 forecast. The Court requested that this be held by the end of April 2026 if possible, to ensure that there was early governance review of the planning. The UE agreed that it would aim to have the planning available for the end of April; noting, however, that it was important to complete thorough budget planning and review so that the numbers provided were robust and formed a good foundation for discussion. The Court noted its thanks for the significant work that was being progressed at pace and agreed that it would receive an update at the Court Strategy Day on 14 May 2026.

The Court queried whether the University could manage costs by making further use of the opportunities provided by global working. The University Secretary confirmed that the University was always considering how best to use its global operations and that this would continue to be developed as Strategy 2035 was implemented. The Executive Director of University Operations was developing a

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business model to support the University's future operations, including consideration of where resource should be located.

Long-Term Financing Group Recommendations
The Finance Committee had endorsed, for Court approval, the following recommendations relating to long-term financial sustainability and liability management. The Court agreed **not to approve** the recommendations at this point because these would be impacted by the Q2 forecast and the 2026-27 forecast that were to be considered by the Finance Committee. The recommendations would be considered by the Court at its meeting in June 2026.

XXX Reserved Section – Ref. FOI(S)A, s.33

The second stage of this work would include developing the resource for long-term management of the debt. A proposal relating to this long-term management would be presented to the Court in June 2026 and could therefore be considered alongside the proposals above.

The Court observed that the University needed to maximise the upside of its investment portfolio and that a plan should be developed with timescales once new resource was in place. This should focus on the investments needed to generate income and contribution that would support the University's capital investments. The Donations and Investments Committee had asked the University to identify the groupings of its assets, the objectives for each group and who the appropriate asset managers would be. The Terms of Reference for the Donations and Investments Committee would need to be reviewed in detail and the membership considered to ensure that the correct skillsets were represented.

Other matters
The Court observed that a significant number of workstreams were ongoing to address the various challenges the University faced and that a programmatic approach was required to ensure that all deadlines and objectives were met. The University Secretary confirmed that the Project Management Office was currently being restructured and recruitment undertaken to ensure that the team had strong transformational change experience.

The Court noted that the Finance Committee had endorsed the Intellectual Property Policy on the basis of amendments which remained ongoing at this stage. The Policy would therefore be presented for approval at the June 2026 Court meeting.

M26/13 STRATEGIC SUMMARY REPORT (PRESENTATION)

The Court **discussed** a Strategic Summary Report focused on current issues for the University, presented by the Principal and Vice-Chancellor.

Arrangements at the Dubai Campus
The Principal reported that, alongside the Middle East Strategic Risk Group and the BCP Group mentioned above, the University had established an Academic Continuity Planning Group to address Dubai Campus student progression and had invoked Regulation A10: *Authorities in Exceptional Circumstances* to ensure that normal assessment processes could be suitably amended. The UE was also considering how to reshape team functionality to ensure that business as usual could continue to be delivered alongside the development of the Strategy 2035 implementation plan, the Three-Year Financial Plan, and the response to the conflict in the Middle East and current strike action.

Court Priorities and UE Objectives Tracker
In relation to the UE Objectives, the Principal reported that:

- the Strategy 2035 implementation plan was being developed on schedule.
- considerable work was being done on how the University represented itself externally in order to build reputation.

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- external graduate employability data would shortly become available; this would be focused on the UK because there was currently no global measure of the graduate employability. A Heriot-Watt specific global measure was due to be developed by July 2026, with this work currently behind schedule due to competing priorities. The Court noted that the QS World University Rankings by Subject had recently been released. These were separate from the overall QS World University Rankings that would become available later in the year. The QS used employer testimonials to assess graduate employability, and the University had not performed as well in this area as it did when assessed via the Graduate Outcomes Survey.
- research grant income was currently ahead for the month, and the University anticipated receiving around £20m of new awards in the remainder of 2025-26. Staff were working hard to achieve this figure.
- a timeline for the work on succession planning had been included within the papers and this was progressing well. Leadership potential and key roles had been identified and succession plans for the UE and Global Operations Executive were now under development.

Partnership Campus in the Kingdom of Saudi Arabia (KSA)

XXX Reserved Section – Ref. FOI(S)A, s.36

New Opportunity: Defence Universities Alliance
The Court noted that the University was in dialogue with the UK government regarding the establishment of a Defence Universities Alliance which would create a UK-wide network of universities working in partnership with the Ministry of Defence, Armed Forces and defence sector to support innovation and to encourage graduates to take up careers in defence related industries. There would be associated new funding opportunities that the University could apply for.

M26/14 PRINCIPALS REPORT TO COURT (Ct/26/06)

The Court **noted** the Principal’s Report, presented by the Principal and Vice-Chancellor. This included updates on delivery of the strategic themes as well as cross-campus news.

M26/15 UPDATE FROM THE STUDENT TRUSTEES (PRESENTATION)

The Court **discussed** an update from the Student Trustees, presented by the SU President and SU Vice-President (Academic).

In introduction, the Chair of Court noted that he and the University Secretary had had a productive meeting with the SU President and SU Vice-President (Academic) recently in relation to their experience as Court members. Recommendations from this discussion had been considered and one of the actions taken had been to amend the title of this item to make it clear that they were reporting as Student Trustees rather than as representatives of the Student Representative Bodies (SRBs).

Big 6 Survey Analysis
The SU President provided a summary of some key learnings from the recent Big 6 Student Survey run by the SRBs. There had been around 1500 responses across the global campuses. The lowest point for student wellbeing was in years two and three of the Undergraduate (UG) degree, which suggested that work on inducting students and preparing them for graduation needed to be supplemented by more support for students at other transition points.

A notable divergence from the average was the School of Textiles and Design, where both National Student Survey (NSS) student satisfaction scores and responses relating to wellbeing were lower than the norm. The Court queried the reason for this divergence and noted that the University was looking into the support provision for students within the School.

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The Survey indicated that academic pressure was driving wellbeing outcomes and that the challenges faced by students were structural rather than individual. Career uncertainty was having an impact on student wellbeing but was also impacting on students who did not report low wellbeing, with students concerned about whether they were getting the right skills, experience and networking opportunities to support their success. Strategy 2035's focus on employability was therefore key to improving the student experience, and it would be important to ensure that good practice in relation to employability within academic programmes was experienced across the whole institution.

The Court noted that employability had been a focus of its recent Joint Meeting with the Senate and that key skillsets identified had been communication, problem solving and critical thinking. Creativity would also be important in order to identify solutions to complex real-world challenges. The Court requested that suggested improvements from the group feedback at the Joint Meeting were tracked via an Action Plan.

The Court agreed that the Global Student Life Committee (GSLC) would receive an update on how the University integrated information regarding employers that were keen to recruit graduates and communicated this information to students to guide their applications.

The Court noted the following points during discussion:

- that the headline issues raised by students were consistent with those reported across the sector, but it was not easy to compare granular data and more work could be done on this. National work had been done via the Tertiary Quality Education Framework and Scotland's Tertiary Enhancement Programme to create sector-wide approaches to issues such as assessment and wellbeing. These could then be implemented individually by universities.

- that students across the sector were reporting confusion around when and how it was acceptable to use AI within assessment, particularly as these rules were sometimes different between assessments. Any work that the University could do to ensure clarity would be helpful in supporting wellbeing. The use of AI in study could also lead to students undertaking more individual study rather than group study and increase student loneliness.

- that the University should consider the different support that students from widening access backgrounds might need around employability, as these students were less likely to have family and other networks to help them access work placements or similar opportunities.

- that students should continue to be consulted as Strategy 2035 was implemented to ensure that the future shape of the University was appropriate for their needs. It was noted that Strategy 2035 was aligned with the feedback of current students, particularly around the need for work-integrated learning and interaction with employers. The focus in the current year had been on improving the student learning experience at course level via targeted interventions and the outcome would be measured by the upcoming NSS and University-wide student surveys.

M26/16 UPDATE FROM THE VICE-PRINCIPAL WITH INPUT FROM THE CAMPUS VICE-PRINCIPALS AND PROVOSTS (PRESENTATION)

The Court **noted** the briefing, presented by the Vice-Principal.

Student Recruitment

XXX Reserved Section – Ref. FOI(S)A, s.33

The Court noted the importance of Heriot-Watt Online in these periods of challenge and queried whether it should be run as a separate entity. The Court also queried whether Heriot-Watt Online had sufficient levers to be able to

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progress towards its targets within Strategy 2035. The Vice-Principal reported that consideration was being given to these issues and that Pre-Sessional English was being prioritised for online delivery so that the University could grow this area via partnerships with other universities.

Global College
The Court noted that the Global College's original purpose had been to drive the recruitment of international students via the partnership with Shorelight. This had not been possible due to a sector-wide downturn in international student recruitment. However, the Global College had compensated by driving increased domestic student recruitment, particularly for widening access students, and assisting the University in reducing clawback from the Scottish Funding Council. The College was a feeder into all other Schools and had high transition rates into the second and third year of Undergraduate programmes. It also provided support for students in those Schools via the English and Maths Gyms. The Court welcomed the update on the Global College and the excellent work that was being done in this area.

M26/17 UNIVERSITY SECRETARY UPDATE (Ct6/25/44)

The Court **noted** an update on governance matters, presented by the University Secretary.

Court Strategy Day Programme
The Court Strategy Day would take place on 14 May 2026, with dinner the night before. The focus would be on partnership and performance. The partnership segment would begin with the pre-dinner speaker and be followed on the day by consideration of partnership best practice from Oriam. The section on performance would focus on the implementation plan for Strategy 2035 and the linked development of the Three-Year Financial Plan.

Process to confirm eligibility to be a Charity Trustee
The University Secretary reported that the appointment and renewal letter templates for Court members had been updated to clarify that by accepting appointment or renewal as a Court member, members were confirming that they were eligible to be a Charity Trustee and did not meet any of the Office of the Scottish Charity Regulator (OSCR) criteria for disqualification. The appointment letter also clarified that if a Court member did become disqualified during their term of appointment, they were required to inform the University Secretary immediately.

The Court also noted that the Annual Stakeholder Meeting would be on 9 April 2026 and all Court members were invited to attend.

M26/18 REPORT TO COURT ON OUTCOMES AND IMPACTS OF RESOURCE CHANGES (Ct/26/08)

The Court **considered** the report on the outcomes and impacts of resource changes, presented by the Vice-Principal and the University Secretary. The Court **endorsed** the next steps to move into a Voluntary Redundancy (VR) Scheme in Languages and Intercultural Studies (LINCS) and Scholar.

Academic Rightsizing

XXX Reserved Section – Ref. FOI(S)A, s.33b

Industrial Action

XXX Reserved Section – Ref. FOI(S)A, s.30b, s30c

M26/19 SUBSIDIARY COMPANIES 6-MONTHLY REPORTS (Ct/26/09)

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The Court **noted** 6-monthly reports from the Subsidiary Companies and the Branch Campus, presented by the Subsidiary Board Chairs and the Campus Leads.

The Court welcomed the 6-monthly reports, which were being provided for the first time to improve connectivity with the Court. The Court noted that the Subsidiary Companies included Heriot-Watt University Malaysia (Chair of the Board: Mr Andrew Sill); Heriot-Watt Services (Oriam) Ltd (Chair of the Board: Mr Mike Tumilty); and Heriot-Watt Trading Ltd (Chair of the Board: Ms Ruth Moir). The Dubai Campus had also been asked to provide a 6-monthly update.

The Chair of the Oriam Board reported that above the line costs were on target but below the line costs were creating an operating loss. The Court noted that the Oriam team was working on positive partnership opportunities with national organisations, as well as supporting students with active health and wellbeing.

The Chair of the Heriot-Watt Trading Ltd Board reported that the work of the Board was currently being reset to ensure more effective working. This would support work by the General Counsel on the University's corporate structure. Consideration was being given to having governor representation on this Board in the same way as the other subsidiary boards.

M26/20 RESEARCHER CONCORDAT ANNUAL REPORT (Ct/26/10)

The Court **approved** the Researcher Concordat Annual Report, presented by the Deputy Principal (Research and Impact), for publication.

The Court noted that the Researcher Concordat was designed to improve the quality of research training and culture at universities and required an annual report to the governing body and the Universities UK (UUK) Concordat Office on progress against the agreed action plan. The University was making good progress, with some additional work to be done to transition actions into business as usual.

M26/21 REPORT FROM THE SENATE (Ct/26/11)

The Court **noted** the report from the Senate, presented by the Principal and Vice-Chancellor (Chair of the Senate).

The Principal reported that the Senate had received an update from the University Discipline Committee (UDC) on matters around student misconduct, noting that there had been 1194 cases of student misconduct in 2024-25. The Senate had considered the scope for improving turnaround times given the volume of casework involved. The Court queried which Committee received updates on student misconduct and discipline and noted that annual reports were provided to the Global Student Life Committee. The Court agreed to receive further assurance that there was clarity within assessment processes regarding the appropriate use of AI tools. The Vice-Principal confirmed that the UDC and Information Services had communicated widely around what was appropriate and expected, and that this was an ongoing challenge for all universities. The Academic Integrity Group was also working with staff to consider appropriate methods of assessment.

The Court agreed that it would receive a further update on how AI was impacting the academic student experience, including risks around student misconduct, the mitigations in place, action being taken to develop student skills in working with AI, and any additional support being provided to even the playing field for students from widening access backgrounds. The Chair reported that he would liaise with the Vice-Principal and the University Secretary regarding the appropriate timing, with consideration to be given to a discussion at the November 2026 Court Strategy Day.

The Senate had also received an update on the partnership with Aktobe University in Kazakhstan, and an update on the Student Partnership Agreement with the SRBs.

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M26/22 REPORT FROM THE GOVERNANCE AND NOMINATIONS COMMITTEE (GNC) (Ct/26/12)

The Court **noted** the report from the GNC, presented by Mr Bruce Pritchard, Chair of the GNC.

The Court **approved** the following items that had been endorsed by the Committee:

- Minor amendments to the GNC Terms of Reference; and
- the appointment of Dr Louise Delicato to the Ordinances and Regulations Committee (ORC) from 1 August 2026 until 31 July 2028, concurrent with her term on the Court.

M26/23 APPOINTMENT OF THE CHAIR OF THE AUDIT AND RISK COMMITTEE (ARC) AND RENEWAL OF TRADE UNION MEMBERS (Ct/26/12a)

The Court **considered** the report, presented by Mr Bruce Pritchard, Chair of the GNC, and approved the following items that had been endorsed by the Committee:

- the appointment of Ms Denise Thomas as Chair of the ARC from 1 August 2026 until 31 July 2029;

- the renewal of Ms Thomas's Court membership from 1 August 2027 until 31 July 2029 so that she would be able to complete an initial three-year term as the Chair of the ARC; and,

- the renewal of Professor David Jenkins and Mr Jürgen Munz as Trade Union Members of the Court from 1 August 2026 until 31 July 2029, as recommended by the Trade Unions following their process. The Court noted the value of consistency in the Trade Union Members of the Court and welcomed the renewals.

M26/24 REPORT FROM THE AUDIT AND RISK COMMITTEE (Ct/26/13)

The Court **noted** the report from the ARC, presented by Mr Mike Tumilty, Chair of the ARC.

The Court **approved** the SFC Assurance Review Report (the University's response to the Gillies Report) and the Ethical Business: Anti-Money Laundering Policy. The Court commended the work that the Assurance Services team had done on the SFC Assurance Review Report and noted that the related actions would be tracked via the ARC, the Finance Committee and the GNC.

M26/25 REPORT FROM THE ORDINANCES AND REGULATIONS COMMITTEE (ORC) (Ct/26/14)

The Court **noted** the report from the ORC, presented by the Global Director of Governance and Legal Services on behalf of the Chair of the ORC. The Court **approved** modifications to several Ordinances, as noted below.

Ordinance E2: Student Union
The Ordinance had been updated to modernise and clarify terminology, governance wording and the scope of the SRBs. Additions included references to the SRBs collectively, clearer descriptions of governing documents, explicit confirmation that these documents must be accessible online, and updated wording around executive structures and sabbatical arrangements. Updated text also introduced specific location-based eligibility requirements for sabbatical office bearers in the UK, Dubai and Malaysia. Minor grammatical corrections had been made, and references to future representative bodies for online learners had been added.

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Ordinance F1: Staff Congress
A new provision had been added specifying that meetings of the Staff Congress could be convened by the Chair, by the Principal, or on the written request of at least fifty members. The requirement to hold an annual Congress had been removed. There was also now a requirement that at least twenty-four hours' notice must be given in advance of any meeting.

Ordinance F2: Appointment of Academic Staff by external appointment or internal promotion
Text had been added to confirm that appointments to roles such as Teaching Assistant, Research Assistant and Research Associate would be conducted in accordance with agreed recruitment policies, processes and procedures. A reference list of example Primary Academic Unit roles had been removed from the provisions on alternates for senior appointments. Wording had been added to clarify that an Academic Dean could delegate to another Academic Dean or Associate Academic Dean, but not a Dean's representative or other alternate. Additional wording had been inserted confirming that an Academic Dean could delegate membership to an approved Dean's Representative in the Assistant Professor/Research Fellow committee structure.

Ordinance F2A: Appointment of Professional Services Staff
It was considered that this Ordinance was not required because all of the detail was contained in the linked policy and procedures. It would therefore be withdrawn.

Ordinance F3: Duties of Academic Staff
The amendments removed duplication between clauses 5 and 6, and updated terminology to replace "Schools" with "Primary Academic Units".

Ordinance F8: Head of Primary Academic Unit
Clause 3.1 had been updated to clarify that a Head of Primary Academic Unit could be reappointed for one further term of up to five years. This reflected existing arrangements and the period of reappointment was unchanged. Updated role titles had also been introduced.

Ordinance J2: Appointment of the Vice-Principal (Dubai) and Ordinance J3: Appointment of the Vice-Principal (Malaysia)
The terminology had been updated so that the role was now titled Provost and Vice Principal (Dubai) or Provost and Vice-Principal (Malaysia) throughout the Ordinances, replacing previous references to Vice Principal (Dubai) or Vice-Principal (Malaysia). This alignment reflected updated institutional nomenclature and prevented confusion with the role of the Vice-Principal of the University.

Ordinance L1: Academic Deans of the University and Associate Academic Deans
The revised Ordinance modernised terminology and clarified role definitions by replacing references to "Deans" and "Associate Deans" with "Academic Deans" and "Associate Academic Deans." The previous illustrative table of constituencies had been removed and replaced with a more flexible arrangement in which constituencies were determined and periodically reviewed by the Senate. Eligibility requirements had been strengthened to include being a permanent academic staff member at Grade 9 or above and having served on the Senate or a Senate committee. Election processes had been expanded to include additional detail on notices, nomination requirements, online voting options and tie breaking procedures. The number of Associate Academic Deans that each Academic Dean could appoint had increased from two to three to reflect the University's three global locations. Their duties were more fully described and included clearer limits on when they might act in place of an Academic Dean. References to external governance documents had been updated, and administrative information had been revised to reflect the latest amendment date and approval pathway. Outdated references to postal voting and use of physical staff noticeboards had also been updated.

Ordinance M1: Academic Freedom

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A new provision had been added to extend the application of academic freedom to relevant persons as defined in Section 26(3) of the Higher Education Governance (Scotland) Act 2016, even if they were not Academic Staff. Another new clause had been inserted to include individuals holding emeritus, honorary, or visiting titles (as defined in Ordinances F4 and F6), granting them academic freedom rights during their association with the University. A cross-reference to Ordinance F5 had been added to ensure consistency. The Court noted that a wider piece of work on freedom of speech and of expression would be undertaken separately to this Ordinance amendment.

Ordinance F5: Disciplinary, Removal and Grievance Procedures for Members of Staff
The Ordinance had been updated to correctly reference Statute 7 rather than Statute 8. References to the Staff Committee of Court and the Emergency Committee of Court had been updated to reflect their new titles, the Global People and Culture Committee and the CIBC respectively. A new provision allowed urgent amendments required by changes in employment law to be approved by the Senate Committee for Interim Business and Effectiveness (SCIBE) and the CIBC, with subsequent reporting and consultation.

M26/26 REPORT FROM THE GLOBAL PEOPLE AND CULTURE COMMITTEE (GPCC) (Ct/26/15)

The Court **noted** the report from the GPCC, presented by Ms Dorothy Wright, Chair of the Committee.
The Committee Chair reported that the Committee had approved the People and Culture Assurance Framework, which was part of the University's preparations for Strategy 2035. The Framework considered the University's change and cultural aspirations and ensured focus on the key priorities and high-level areas of work. Over the coming year the Committee would have deep dives into strategic areas guided by these priorities.

The Committee had also considered the cultural aspects of the SFC Assurance Review Report and had received an update on the role of communications tools and channels in change. There had been an update from Professional and Organisational Development regarding a more structured approach to leadership and management development.

M26/27 REPORT FROM THE ENVIRONMENT AND INFRASTRUCTURE COMMITTEE (EIC) (Ct/26/16)

The Court **noted** the written report from the EIC, which had been provided by Mr Alan Robertson, Chair of the Committee.

M26/28 REPORT FROM THE GLOBAL STUDENT LIFE COMMITTEE (GLSC) (Ct/26/17)

The Court **noted** the report from the GSLC, presented by Ms Marta Phillips, Chair of the Committee.

The Committee had considered the outcomes of the Big 6 Survey, including the different ways that financial stress was impacting student wellbeing in different parts of the world. The SRBs were progressing a number of actions to assist with these challenges. The Committee had noted the excellent work done by the SRBs in relation to the Big 6 Survey, which assisted the University in analysing and improving the student experience.

M26/29 DATE OF NEXT MEETING

Thursday 14 May 2026 (Court Strategy Day); Scott Suite, Edinburgh Campus; 9:00 – 15:30 (UK time). The next regular business meeting would be 22 June 2026.