

THE COURT

Minutes: 14 May 2026

In the Chair:	Mr Bruce Pritchard, Chair of Court	
Present:	Professor Paul Dalgarno, Senate Member Dr Louise Delicato, Senate Member	Dr Yvonne McLaren-Hankin, Dean of the University Professor Steve McLaughlin, Vice-Principal
	Mr Graeme Dickson, Lay Member Mr Cameron Fields, Student Union (SU) President Ms Hilary Hansen, Lay Member Mr Steve Heathcote, Lay Member Dr Brian Henderson, Alumni Member Mr Gary Kildare, Lay Member	Mr Rodney Miller, Lay Member Ms Marta Phillips, Lay Member Mr Alan Robertson, Lay Member Ms Denise Thomas, Lay Member Mr Mike Tumilty, Deputy Chair of Court (<i>until 11.55am</i>) Professor Richard Williams, Principal and Vice-Chancellor Ms Dorothy Wright, Lay Member
	Mr Paul Lewis, Lay Member Ms Holly McAdams, SU Vice-President (Academic)	
Member apologies:	Professor David Jenkins, Trade Union Member Mr Jürgen Munz, Trade Union Member Mr Ian Stevenson, Lay Member	Mr Bruce Roberts, Staff Member Dr Laura Wicks, Staff 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, Provost and Vice-Principal (Dubai) 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	

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M26/30

WELCOME, APOLOGIES AND DECLARATIONS OF INTEREST

The Chair welcomed all present to the meeting and noted the apologies. No interests were declared.

M26/31

REPORT FROM THE FINANCE COMMITTEE: MEETING HELD ON 1 MAY 2026 (Ct/26/18)

The Court **noted** the report from the Finance Committee's additional meeting on 1 May 2026, presented by Mr Steve Heathcote, Chair of the Committee.

The meeting on 1 May 2026 had been held so that the Committee could receive updates on a number of financial matters impacting the University, including rising liquidity and financial risks and the need for increased agility and financial resilience. The Committee had endorsed the revised Q2 Reforecast, noting that it was willing to accept the exceptional reasons for the forecast deficit for 2025/26. However, the Committee had provided clear guidance that the University's 2026-27 Financial Plan must provide a credible pathway to breakeven.

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

M26/32

IMPACTS OF ONGOING WAR IN THE MIDDLE EAST: PHASE 1 MITIGATION ACTIONS, RISKS AND MITIGATIONS (Ct/26/19)

The Court **approved** the Phase 1 risk mitigation approach for the Dubai Campus, presented by the Provost and Vice-Principal (Dubai).

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The Court noted that the proposed package of measures would deliver cost savings of up to approximately £6m (AED30m), to be implemented in 2026/27 as required. These included workforce-related actions where required, alongside associated mitigations to support staff and maintain operational resilience. The Court noted that the measures had been designed to be reversible, allowing the University to restore capacity rapidly should recruitment recover, and that further phases of action might be brought forward if risk levels changed. Conversely, if risk levels receded, some measures might not be implemented.

The Court noted that the proposals had been considered at an additional meeting of the Court Interim Business Committee, and had then been endorsed for Court approval by the Global People and Culture Committee and the Finance Committee.

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

M26/33 UPDATE ON THE NATIONAL ROBOTARIUM (Verbal)

The Court **noted** a verbal update on the current status of the National Robotarium, one of the University's Global Research Institutes (GRIs). The update was provided by the Deputy Principal (Research and Impact).

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

M26/34 DATE OF NEXT MEETING

Monday 29 June 2026 via Microsoft Teams from 8:30 – 12:30 (UK time); 12:30 – 16:30 (Dubai time); and 16:30 – 20:30 (Malaysia time).