

There will be a meeting of the UNIVERSITY COURT on Wednesday, 3 December 2025 at 9am to 4pm.

## BUSINESS

All items of business are for discussion, providing information or context relevant for current or future decisions. Those items that require a decision today are annotated accordingly.

### CONFIDENTIALITY STATEMENT

*Guidance: please read this section in full before continuing*

These documents are confidential. The information is provided solely to Court Members to enable them to discuss, debate and decide on the matters in the paper. The information is intended only for the use of the authorised recipient(s).

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1. WELCOME AND RECTOR'S REPORT (enclosed)
2. DECLARATIONS OF INTEREST AND REMINDER OF COURT AND MEMBER RESPONSIBILITIES (enclosed)
3. MINUTES
  1. Minutes of meeting held on 30 September 2025 (Part Confidential): For Approval (enclosed)
  2. Minutes of additional meeting held on 10 October 2025 (Strictly Confidential): For Approval (enclosed)
4. ACTION LOG, MATTERS ARISING & DECISIONS BY CIRCULATION (Part Confidential) (enclosed)
5. REPORT FROM THE SENIOR GOVERNOR (enclosed)
6. REPORT FROM THE PRINCIPAL AND UPDATE ON HE SECTOR/UNIVERSITY DEVELOPMENTS (Part Confidential) (enclosed)
7. ANNUAL REPORT & ACCOUNTS 2024-25 AND ASSOCIATED REPORTS (Part Confidential)  
To approve the draft Annual Report and Accounts 2024-25 for submission to the SFC on the recommendation of the Audit & Risk, Finance & Resourcing and Governance & Nominations Committees:

1. Draft Annual Report and Accounts (Strictly Confidential), including:
  - Statement of Members' Responsibilities
  - Risk Management Statements
  - Statement of Corporate Governance and Internal Control as to the effectiveness of the University's corporate governance arrangements
 (enclosed)
2. Covenant and Debt Report (enclosed)
3. External Audit Findings Year Ending 31 July 2025 (to note) and External Auditor's Representation Letter (Strictly Confidential): For Approval (enclosed)
4. Benchmarking of Compliance with the 2023 Scottish Code of Good HE Governance (enclosed)
5. Internal Auditor's Annual Report & Opinion (Strictly Confidential) (enclosed)
6. University responses to the External Auditor's Letter to Those Charged With Governance (enclosed)
7. Audit & Risk Committee Annual Report (Strictly Confidential) (enclosed)

8. REPORTS COVERING 2025-26 FINANCIAL YEAR

1. Financial Position 2025/26 (Strictly Confidential) (enclosed)
2. The Student Population & Financial Impact 2025/26 (Strictly Confidential) (enclosed)
3. Going Concern Analysis (Strictly Confidential) (enclosed)

9. ADAPTING FOR CONTINUED SUCCESS: OPTIONS FOR CHANGE (Strictly Confidential) (enclosed)

10. CLOSED ITEM (Strictly Confidential) Verbal item

11. RESEARCH EXCELLENCE FRAMEWORK 2029 INSTITUTIONAL CODE OF PRACTICE: For Approval (enclosed)

12. REPORTS FROM SENATE AND FROM COURT COMMITTEES

1. Senate Report from meetings held on 23 June, 13 October and 15 October 2025 (enclosed)
2. Governance and Nominations Committee (Part Confidential): For Approval (enclosed)
3. Remuneration Committee (Strictly Confidential) (enclosed)
4. Finance & Resourcing Committee: Unconfirmed minutes of 11 November 2025 (Part Confidential) – to include an update from the Principal on the approval of the establishment of the Mumbai campus (enclosed)
5. Audit & Risk Committee: Unconfirmed minutes of 19 November 2025 (Strictly Confidential) (enclosed)

13. GOVERNANCE AND REGULATORY

1. Modern Slavery Statement: Annual Update:  
For Approval (enclosed)
2. Annual Health & Safety Report 2024-25:  
For Approval (enclosed)

14. COURT SCHEDULE OF BUSINESS 2025-26 (enclosed)

15. STRICTLY CONFIDENTIAL MATTER (Strictly Confidential) Verbal item

16. ITEMS PROVIDED FOR FURTHER INFORMATION AND NOTING:  
NOT FOR DISCUSSION

1. Report from Partnership, Negotiating & Consultative Committee (enclosed)

17. DATE OF NEXT MEETING: Wednesday, 25 February 2026, 9am to 4pm