

12 June 2026

Esther Roberton

Chair of Court
University of Dundee
Nethergate
Dundee DD1 4HN

By email - eroberton001@dundee.ac.uk

Dear Esther,

Strategy to Recovery – Compliance with Conditions

Thank you for submitting the Strategy to Recovery, approved by the University Court at its meeting of 9 June 2026, for consideration by the Scottish Funding Council. As you appreciate, our role is not to approve the Strategy but to confirm compliance with the Conditions of Funding agreed by the University in March 2026.

The SFC Board has considered the Strategy to Recovery and has determined that it is compliant with the conditions of funding.

In reaching this view, we note that the Conditions of Funding remain in place for the duration of the funding period to 31 July 2027. Therefore, the Scottish Funding Council therefore expects the University Court to scrutinise and monitor progress relating to the full delivery of the Strategy to Recovery. The Scottish Funding Council will also continue to closely monitor the implementation of the strategy and will require the University to provide it with the Key Performance Indicators detailed in those conditions.

In addition to the extensive focus on establishing and stabilising the financial sustainability of the University, the Conditions of Funding also stress the importance of ongoing and continued engagement with staff and students to establish the 'inclusive and engaged community' identified in the vision outlined in the Strategy to Recovery.

Page 21 of the Strategy to Recovery contains the following 'key components' or actions to rebuild confidence in the University and its leadership:

- Establishing an integrated communications and engagement programme that promotes dialogue, transparency and shared understanding across the University community;
- Embedding local accountability for communication and engagement within Faculties and Directorates;

- Involving colleagues and students in shaping services, policies and institutional developments through structured consultation and participation;
- Working in partnership with trade unions and staff representatives to support sustainable organisational change;
- Developing a shared framework of values and behaviours to inform leadership, culture and decision-making;
- Increasing the visibility, accessibility and accountability of leaders across the institution;
- Strengthening organisational capability through greater financial literacy, risk awareness and understanding of institutional priorities.

I welcome the express inclusion of these initiatives which will undoubtedly form the organisational culture from which a new longer-term strategy will develop. I expect the University to expedite the implementation of these 'key components' to embed positive change and improved trust within the wider University community and, as the Strategy to Recovery emphasises, 'to support a process of organisational reconciliation and renewal, helping colleagues move forward together and rebuild confidence in the institution and its leadership'.

I would like to thank you and your Court for their governance and assurance pertaining to the development and approval of the Strategy to Recovery and I wish you, your Board, staff and students the very best in developing the University of Dundee into the renewed, sustainable and flourishing institution we all know it can be.

Yours sincerely,



Professor Cara Aitchison

Chair, Scottish Funding Council

Cc: Màiri McAllan MSP, Cabinet Secretary for Education, Culture and Gaelic
Ben Macpherson MSP, Minister for Innovation, Technology and Tertiary Education
Neil Rennick, Director General Education and Justice, Scottish Government
Francesca Osowska, CEO Scottish Funding Council
Nigel Seaton, Interim Principal University of Dundee