

**OFFICIAL SENSITIVE COMMERCIAL**

## SFC Board Sub- Group Meeting

A meeting of a sub-group of the SFC Board took place Friday 12 June 2026 from 9am via Teams.

**PRESENT:** Professor Cara Aitchison (Chair); Lorna Jack (Deputy Chair and Chair of the Finance Committee); Francesca Osowska (Chief Executive); Linda Hanna (Chair of People Committee); Kate Lander (Chair of Audit & Risk Committee); Danny Gallacher.

**OFFICERS IN ATTENDANCE:** Richard Maconachie (Director, Institutional Performance); Peter Ward (Assistant Director, Institutional Financial Health & Governance); James Harrison (Assistant Director, Assurance & Outcomes); Gillian Phillips (Senior Governance Officer) (Clerk).

### 1. Welcome & Chair's Business

1.1 The Chair welcomed all present to the meeting and took the opportunity to thank members of the Board sub-group for agreeing to attend the meeting and for taking the time to review the extensive documentation.

1.2 The Chair reminded Board members that the sub-group of the Board had been established, per paragraph 24 of the Board's Standing Orders<sup>1</sup> by Chair's urgent action and the purpose of the meeting was to enable the sub-group make the assessment as to whether the University of Dundee's Strategy to Recovery was compliant with the Terms and Conditions agreed by the SFC Board in November 2025.

1.3 The Chair emphasised that the role of the sub-group of the Board was not to approve the Strategy to Recovery but rather to assess and confirm whether the Strategy to Recovery and associated documents were compliant with the Section 25 conditions of funding agreed to by the University. It was confirmed that the University of Dundee's Court had approved the Strategy to Recovery at its meeting which had taken place on

---

<sup>1</sup> As stated in paragraph 19 above, a special meeting of the Board may be convened to deal with business that will not wait until the next ordinary meeting. Alternatively, where it is necessary for decisions normally requiring the approval of the Board to be taken in the period between Board meetings, the Chair may take appropriate action.

9 June. Board members were encouraged to reach a definitive conclusion as to whether the conditions set out had been met and it was noted that further guidance and/ or recommendations could be provided to the Court for additional assurance.

## 2. Context

2.1 The Chief Executive provided an update on recent activity with regards to the University of Dundee and provided a high-level overview of the outcomes of a recent meeting she, the Director of Institutional Performance and the Assistant Director of Institutional Financial Health & Governance had recently attended with the University's recognised trade unions.

2.2 The Assistant Director Institutional Financial Health & Governance informed Board members that the University's Court had voted to approve the Strategy to Recovery at its recent meeting on 9 June and that following rigorous assessment, it was the opinion of SFC's Executive that the conditions of funding had, in strict terms, been met by the documents provided by the University.

2.3 It was nevertheless noted that concerns around meaningful engagement with key stakeholders remained and it was suggested that further assurance around the model of engagement at the University of Dundee should be reviewed independently in six months with the outcome of the review of to be submitted to SFC.

## 3. University of Dundee: Strategy to Recovery

3.1 The SFC Board sub-group considered and discussed the Strategy to Recovery at length and following discussion, determined that it was compliant with the conditions of funding. In reaching this view, the sub-group noted that the Conditions of Funding were to remain in place for the duration of the funding period to 31 July 2027. It was agreed that SFC would continue to closely monitor the implementation of the Strategy to Recovery and would require the University to report on the Key Performance Indicators provided to it by SFC in the conditions of funding.

3.2 Board members noted and reinforced the need for the University to engage meaningfully with key stakeholders. In agreeing that the Strategy to Recovery was compliant with the conditions of funding, the Board sub-group noted the need to 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. The sub-group expressed disappointment that the actions in the Strategy to Recovery relating to engagement had not been progressed at greater pace and noted the difficulty in re-establishing trust with the campus trade unions.

3.3 Following discussion, it was agreed that the key components set out in page 21 of the Strategy to Recovery should be reinforced to University leaders with a clear expectation of early delivery. It was agreed that an integrated communications and engagement programme to promote dialogue across the University would be vital to supporting sustainable organisational change.

## 4. Conclusions

4.1 The Chair thanked members of the Board sub-group for their insightful and helpful contributions and recommendations. It was agreed that the Chair and Chief Executive would draft a letter to the University of Dundee's Chair of Court which would confirm that SFC had deemed the Strategy to Recovery to be compliant with the conditions of funding. It was agreed that the letter would emphasise the ongoing nature of the conditions and would seek to highlight to the University its responsibility in expediting actions, drawing attention specifically to the seven bullet points on page 21 of the Strategy to Recovery which set out how the University would work collaboratively with colleagues and trade unions to develop an inclusive and engaged community. It was agreed that the letter to the Chair of Court would be shared with members of the sub-group and Board once finalised and that the letter sent to the Chair of Court would be copied to relevant Scottish Government officials and Ministers.