Court

Wed 26 November 2025, 14:00 - 17:00

D145, Paisley Campus

A meeting of the University Court constituted under the University of the West of Scotland Order of Council 2019 will be held on Wednesday 26th November 2025 at 2pm in the Room D145, Paisley Campus. Lunch will be available from 1pm in the Court Room.

Agenda

14:00 - 14:02
2 min

1. Welcome/Apologies for Absence/Declaration of Interest

14:02 - 14:05
3 min

2. Minutes of Meeting held on 26th June 2025

Approval

- CourtMins240625.pdf (8 pages)

14:05 - 14:06
1 min

3. Matters Arising

14:06 - 14:06
0 min

4. Determination of Any Other Business

14:06 - 14:08
2 min

5. Chair's Statement

Election of Chair of Court

14:08 - 14:15
7 min

6. Principal & Vice-Chancellor's Report

Discussion

- 6 - PVC Report.pdf (10 pages)

14:15 - 14:35
20 min

7. UWS Students' Union

7.1. Review of Memorandum & Articles of Association

Approval

- 7.1 - Review of Memo and Articles of Assoc.pdf (4 pages)
- 7.1 - Annex 1 - Memorandum and Articles of Association.pdf (42 pages)
- 7.1 - Annex 2 - Appointment of Student Representatives on Court.pdf (1 pages)
- 7.1 - Annex 3 - Bye Law 4 - Elections V7 - September 23rd 2025.pdf (12 pages)
- 7.1 - Annex 4 - Bye-Law 6.pdf (5 pages)

7.2. Students' Union Report

Information

- 7.2 - Student Union report.pdf (7 pages)

14:35 - 14:50
15 min

8. Senate

8.1. Report from Meeting of Senate held on 8th October 2025

Approval

- 8.1 - Senate Report.pdf (3 pages)
- 8.1 - Senate Report - App 1 - Standing Orders.pdf (1 pages)
- 8.1 - App1 - Senate Standing Orders.pdf (21 pages)

14:50 - 15:20
30 min

9. Report from Sub-Committees

9.1. Report from Meeting of Remuneration Committee held on 30th September 2025

Information

- 9.1 - RemCo Report.pdf (2 pages)

9.2. Report from Meeting of Governance & Nominations Committee held on 30th September 2025 (part 1)

Approval

- 9.2 - GNC Report.pdf (4 pages)
- 9.2- App 1 - Abridged Report.pdf (15 pages)
- 9.2- App 2 - Priority Action Plan (1).pdf (4 pages)
- 9.2 -App3 - SoPR.pdf (2 pages)

9.3. Report from Meeting of Resources & People Committee held on 1st October 2025

Information

- 9.3 - RPC Report.pdf (5 pages)
- 9.3 App1 - HS Dashboard.pdf (1 pages)

9.4. Report from Meetings of Audit & Risk Committee

9.4.1. Report from Meeting of Audit & Risk Committee held on 16th September 2025

Information

- 9.4.1 - ARC Report - 160925.pdf (4 pages)

9.4.2. Report from Meeting of Audit & Risk Committee held on 4th November 2025

Approval

- 9.4.2 - ARC Report - 041125.pdf (5 pages)
- 9.4.2 - App 1 - IAS Annual Report.pdf (11 pages)
- 9.4.2- App 2 - ARC Annual Report to Court.pdf (4 pages)
- 9.4.2 - App3 - SRR.pdf (3 pages)

15:20 - 16:00
40 min

10. Finance

10.1. Integrated Report including Financial Statements for year ended 31st July 2025

Approval

Presentation from Archie MacIver, Vice-Principal (Finance & Infrastructure)

- 10.1 - FS cover.pdf (1 pages)
- 10.1 - Financial Statements.pdf (76 pages)

10.2. Finance Report - Management Accounts - Period 2 2025/2026

Information

- 10.2 - Finance Report - P2 Management Accounts.pdf (13 pages)

16:00 - 16:10
10 min

11. Student Population - 2025/2026

Information

11 - Student Population - 25-26.pdf (9 pages)

16:10 - 16:30
20 min

12. Strategy & Performance

12.1. Strategy 2025 - Close Out Report

Discussion

12.1 - Strategy 2025 - Close Out Report.pdf (20 pages)

12.2. Strategy 2030 - Enabling Plans & Performance Framework

Noting

12.2 - Strategty 2030 - Enabling Plans.pdf (22 pages)

12.3. Strategy 2030 - Annual Plan

Approval

12.3 - Strategy 2030 - Annual Plan.pdf (9 pages)

16:30 - 16:35
5 min

13. Annual Statement of Research Integrity

Approval

13 - Annual Statement of Research Integrity.pdf (10 pages)

16:35 - 16:40
5 min

14. Modern Slavery Statement 2025

Approval

14 - Modern Slavery Statement 2025 cover.pdf (2 pages)
14 - Modern Slavery Statement.pdf (5 pages)

16:40 - 16:40
0 min

15. Any Other Business

16:40 - 16:50
10 min

16. Reserved Business

16.1. Minutes of Reserved Business held on 26th June 2025

Approval

CourtMinsReserved240625.pdf (2 pages)

16.2. Report from Meeting of Governance & Nominations Committee held on 30th September 2025 (part 2)

Approval

16.2 - GNC Report - Reserved.pdf (4 pages)

Paisley, 26th November 2025, being a meeting of the Court of the University of the West of Scotland

Present:	Mrs K Allum (Chair) Ms O Adebayo Ms L Carroll Dr A M Craig Mr R Doherty Mr A Gubbay (via MS Teams) Ms K Hedge Mr C Howden Dr G Jack Ms M Kennedy Professor R MacIntosh Professor D MacLean Dr K McQuade Professor J Miller Mr C Morgan Mr A Munro Mr K Murdoch (via MS Teams) Mr T Oyinpere Ms R Paterson (via MS Teams) Ms G Roxburgh Mr H Stolkin (via MS Teams)
In attendance:	Professor R Cragg Mr G Lee Ms M Liston Mr A MacIver Ms S Pitticas Mr M Ross Mrs A Loudon
Observers:	Dr A Gilmour Mrs J White OBE

Apologies for absence were received from Professor S Carnicelli, Mr A Miller and Ms R Simpson.

No Declarations of Interest were notified.

1. **Welcome**

The Chair welcomed Mr C Howden, Dr G Jack and Ms G Roxburgh to their first formal meeting following their appointment to membership of Court

The Chair also welcomed Mr G Lee to his first meeting following his appointment as Interim Vice-Principal (Governance) & University Secretary.

2. **Minutes of Meeting held on 26th June 2025**

The Chair drew members' attention to the minutes of the meeting held on 26th June 2025.

The Academic Staff Trade Union Member on Court advised that she felt that the draft minutes did not accurately reflect the Trade Unions' stance around the vote of no confidence submitted in relation to the Principal & Vice-Chancellor and some members of the Vice-Chancellor's Executive (VCE).

Whilst the Chair understood the point raised, Court members and the Chair affirmed that the minutes accurately reflected discussion and conclusion following the issues raised by the Trade Unions on the leadership of the Principal & Vice-Chancellor and VCE.

Court approved the Minutes of the meeting held on 26th June 2025.

3. **Matters Arising**

There were no matters arising other than those contained elsewhere in the agenda.

4. **Determination of Any Other Business**

No additional items of business had been notified.

5. **Chair's Statement**

The Chair confirmed that Mrs J White OBE had received the most votes in the election for the appointment of the Chair of Court and had been duly elected Chair for a 3 year period with effect from 1st February 2026.

Court noted that Mr A Miller had decided to stand down from membership of Court with effect from 30th November 2025. Arrangements were therefore being put in place for the appointment of a new Vice-Chair of Court.

6. **Principal & Vice-Chancellor's Report**

The Principal & Vice-Chancellor spoke to the report which provided an overview of the external operating environment, institutional performance, strategic progress and key achievements across the University.

The Principal & Vice-Chancellor updated Court on developments with the Tertiary Education and Training (Funding and Governance) Scotland Bill which aimed to reform the funding and governance of post-school education in Scotland; Court would be kept updated as matters evolved.

Members were interested to note that the Minister for Higher and Further Education in Scotland had recently visited the Ayr Campus where he had enjoyed a showcase from students from nursing programmes and discussed healthcare provision and the pedagogy, infrastructure and demography of UWS students.

The Chair highlighted the outcome of the recent NSS results and commended all those involved in ensuring improvements in satisfaction across all categories resulting in UWS achieving satisfaction scores higher than the Scottish sector average in the majority of questions, ranking 8th out of 18 Scottish institutions for overall satisfaction.

Together with the summer 2025 and Dumfries Campus graduation ceremonies, winter ceremonies held in November 2025 had been occasions of celebration and joy which had seen over 2,000 students graduate. Members were reminded of the importance for Court to engage in these celebrations of student success.

Court was interested to note the positive impact on student recruitment by UWS social media activity and welcomed feedback received from an independent organisation which had confirmed UWS ranking in the top 25 across UK Universities across 3 social media networks.

A member highlighted the positive impact that the Principal & Vice-Chancellor had brought to the University since his appointment and invited him to reflect on his proudest achievement and the challenges and opportunities for next year. In this connection, the Principal & Vice-Chancellor recognised and praised the positive way in which the whole University community had come together to deal with the impact and challenges including those arising from the 2023 cyber incident. UWS Strategy 2030 provided a clear direction, purpose and values to support the resizing and reshaping of the University to respond to the ongoing challenging financial environment.

The remainder of the report was noted for information.

7. **UWS Students' Union**

7.1 Review of Memorandum and Articles of Association

The Interim Vice-Principal (Governance) & University Secretary reminded members that the recently concluded Democracy Review at the Students' Union had necessitated changes to their Memorandum and Articles of Association and to the Scheme of Appointment of Student Representatives to Court. These had been considered by the Governance & Nominations Committee who had agreed to recommend to Court for approval.

Court approved the amended Memorandum and Articles of Association of the Students' Union and the revised Scheme of Appointment of Student Representatives on Court, noting that the Standing Orders of Court would be updated to reflect the revised Scheme of Appointment.

The remainder of the report was noted for information.

7.2 Students' Union Report

The President of the Students' Union spoke to the report which provided an update on activities, developments and priorities of the UWS Students Union since the last meeting together with an outline of performance across advice and welfare services, student representation, student communities and campaign activity including insight from over 2,000 students who engaged through surveys, petitions and democratic structures.

Court welcomed the progress being made to strengthen student representation. This included including training and embedding accountability which aligned with operational priorities and the revised democracy structure would emphasise the importance of effective, confident and accountable student representatives.

The ongoing campaign to address concerns about food insecurity for students was noted.
In this connection, the Principal & Vice-Chancellor outlined various health and safety concerns associated with the provision of kitchen facilities at all 5 campuses highlighting that a review of sector practice and benchmarking was ongoing was expected from the Students' Union, which would contribute any final decision.

The remainder of the report was noted for information.

8. **Senate**

8.1 Report from Meeting of Senate held on 8th October 2025

The Principal & Vice-Chancellor to spoke to the report from the meeting of Senate held on 8th October 2025.

He drew members' attention to the outcome from the Externally Facilitated Review of the Effectiveness of Senate which had been undertaken in parallel with the review of Court, and had confirmed that the Senate was operating effectively, in line with the requirements of the Scottish Code of Good HE Governance. Initial actions included activity to support the Senator's journey from induction and onboarding to being an active participant at Senate. A Senate Effectiveness Reference Group (SERG) had been established to support prioritisation and implementation of areas for enhancement and development.

Court approved the revised Senate Standing Orders which had been updated to reflect ongoing effectiveness activities included proposals relating to the composition of Senate.

The opportunity for members of Court to attend meetings of Senate as observers was again highlighted.

The remainder of the report was noted for information.

9. **Reports from Sub-Committees**

9.1 Report from Meeting of Remuneration Committee held on 30th September 2025

The Chair spoke to the report from the meeting of the Remuneration Committee held on 30th September 2025. Noting that the Principal & Vice-Chancellor and members of the Vice-Chancellor’s Executive had requested that they be excluded from the nationally negotiated UCEA pay award, Court agreed that it was important that salaries did not become out of line with external market benchmarking and comparator data information.

The remainder of the report was noted for information.

9.2 Report from Meeting of Governance & Nominations Committee held on 30th September 2025 (part 1)

The Chair spoke to the report from the meeting of the Governance & Nominations Committee held on 30th September.

With regard to the Externally Facilitated Review of Court, Court noted and approved the summarised report for publication on the UWS website, noting that this would be updated to include the action plan which would support activity over the next 5 year period to further enhance the effectiveness of the Court.

Court approved the revised Statement of Primary Responsibilities of Court which had been updated following a review of sector practice and benchmarking.

The remainder of the report was noted for information.

9.3 Report from Meeting of Resources & People Committee held on 1st October 2025

Court noted for information the report from the meeting of the Resources & People Committee held on 1st October 2025.

Members noted for information the Health & Safety Dashboard, noting the continued low reporting of “near miss” incidents” was noted. In this connection, the Vice-Principal (Finance & Infrastructure) outlined the ongoing activity aimed at highlighting the importance of recording “near miss” incidents to support the development of thematic information and lessons learned.

9.4 Report from Meetings of the Audit & Risk Committee held on 16th September and 4th November 2025

9.4.1 Report from Meeting of ARC held on 16th September

Court noted for information the report from the meeting of the Audit & Risk Committee held on 16th September 2025.

9.4.2 Report from Meeting of ARC held on 4th November 2025

The Chair of the Audit & Risk Committee spoke to the report from the meeting held on 4th November 2025.

The Chair of the Audit & Risk Committee drew Court's attention to discussion at the meeting in relation to the report from the University's External Auditors. Although at the time of the meeting, the audit had not been concluded, the Committee had been assured on the robustness of the process and had agreed to grant delegated authority to the Chair of the Audit & Risk Committee to approve the final version of the Financial Statements and the Annual Report to Court for submission to Court for approval.

Court approved the Internal Audit Service Annual Report, noting the positive assurance provided over the University's arrangements for risk management, internal control and governance and for achieving value for money.

Court also approved the Annual Audit & Risk Committee Report to Court, noting that this report would be submitted to the Scottish Funding Council along with the Internal Audit Service Annual Report and the Financial Statement for year ended 31st July 2025.

The updated Strategic Risk Register was noted and approved.

The reminder of the report was noted for information.

10. **Finance**

10.1 Integrated Report including Financial Statements for year ended 31st July 2025

The Vice-Principal (Finance & Infrastructure) made a short presentation to Court highlighting the key accounting judgements and movements between the management accounts and the Financial Statements for year ended 31st July 2025.

As noted above, the draft Financial Statements had been considered in detail by Audit & Risk Committee who had agreed to grant delegated authority to the Chair to approve the final version following conclusion of external audit processes for submission to Court.

Court approved the Integrated Report including Financial Statements for year ended 31st July 2025, subject to refinement and update to the text in the report where required.

10.2 Finance Report – Management Accounts – Period 2 – 2025/2026

The Vice-Principal (Finance & Infrastructure) spoke to the report which set out the management accounts for the period to 30th September 2025. Members welcomed the enhanced reporting format noting that this would be further developed throughout the year. Although the accounts showed a net operating surplus and favourable variance against the year to date budget, these reflected timing differences which would reverse through the year.

Court was disappointed to note that the position with clawback for the 2023/2024 financial year had still not been confirmed by the Scottish Funding Council. The financial challenges facing the Scottish HE sector remained and it was therefore vital that the University continued to monitor and manage its own finances and remained focused on delivery of the multi year recovery plan approved by Court.

The Vice-Principal (Finance & Infrastructure) reminded members that stricter control had been introduced and maintained over capital expenditure in order to protect the University's cash position. In this connection, however, Court agreed that it was important that the University contained to invest to maintain growth, noting that proposals on capital investment would be submitted to the December 2025 meeting of the Resources & People Committee for consideration.

The remainder of the report was noted for information.

11. **Student Population – 2025/20256**

The Vice-Principal (Planning & Recruitment) spoke to the report which outlined UWS main student cohorts including Scottish controlled and non-controlled, international and rUK at the point of enrolment closing at Term 1.

Court noted that Scottish SFC population was close to budget target with international population forecast to be at budget target for the full year. The ruK population remained below budget target. Further work would be carried out to support Term 2 and Term 3 intakes for Scottish, international and rUK students to enable achievement to full-year targets.

Although recruitment from the international market to Scottish Campuses had outperformed budget, recruitment to the London Campus was currently under budget. This reflected a stronger recruitment market at Scottish Campuses coupled with a broader portfolio offering.

Court commended those involved in “find your place” campaign to support student recruitment marketing activity for the 2025/2026 domestic intake and particularly welcomed the range of traditional and innovative approaches adopted to promote positive brand awareness securing a balance of visibility, connection and driving action.

The remainder of the report was noted for information.

12. **Strategy & Performance**

12.1 Strategy 2025 – Close Out Report

The Vice-Principal (Planning & Recruitment) spoke to the report which reflected progress across the suite of KPIs which supported Strategy 2025.

He reminded members that Strategy 2025 had included 25 bold and ambitious performance indicators split into 7 groupings. Although 3 indicators had reached or surpassed target, many had improved year on year but failed to reach targets or previous baseline performance. Members acknowledged, however, that the high-level results masked significant progress made in certain areas including recovering retention post Covid-19, recovering high NSS results, remaining the leading institution in Scotland for widening participation and achieving strong staff and student international cohorts.

Lessons learned from Strategy 2025 included that the agreed performance indicators did not include sufficient flexibility to enable them to be flexed and adjusted to respond to the operating environment. This had been reflected in the development of the Strategy 2030 performance framework.

The remainder of the report was noted for information.

12.2 Strategy 2030 – Enabling Plans and Performance Framework

The Vice-Principal (Planning & Recruitment) reminded members that the draft Enabling Plans and Performance Framework to support Strategy 2030 had been submitted to the June 2025 meeting.

Court noted the final version of the Enabling Plans and Performance Framework, noting that these had been further refined to align with the SMART approach leading to specific owners and delivery years for each of the actions.

Reports on progress would be submitted to each Court in line with the scheduled outline in the paper.

12.3 Strategy 2030 - Annual Plan – 2025/2026

The Vice-Principal (Planning & Recruitment) drew members' attention to the report which set out a proposed annual plan and collective priorities for 2025-2026. He reminded members that Court had reviewed the draft annual plan alongside the budget in June 2025.

Noting that the annual plan was intended to be an active document which would be referred to throughout the year and would form part of the evidence base for review and accountability meetings with schools and departments, Court noted and approved the collective priorities for the first year of Strategy 2030.

The remainder of the report was noted for information.

13. **Annual Statement of Research Integrity**

Court noted and approved the Annual Statement of Research Integrity for publication on the UWS website.

14. **Modern Slavery Statement 2025**

The Interim Vice-Principal (Governance) & University Secretary spoke to the report which set out the range of activity taken to tackle modern slavery both at the University and across its supply chains.

Court approved the University's Modern Slavery Statement for financial year ending 31st July 2025, noting that this now included more than 20 measures which had been implemented and embedded in the UWS ways of working; including training and awareness raising, due diligence and ensuring that our contracts with partners and suppliers also required them to take steps to tackle modern slavery.

In response to a question, the Interim Vice-Principal (Governance) & University Secretary outlined the ongoing activities to test the arrangements in place. Training to raise awareness of the risk of modern slavery and human trafficking to students had been provided to student facing teams.

The remainder of the report was noted for information.

15. **Any Other Business**

This being her last meeting, the Principal & Vice-Chancellor paid tribute to the valuable contribution the Chair has made during her time at UWS and wished her well for the future.

There being no further business, the Chair declared the meeting closed.