# Court Meeting

*Tue 28 April 2026, 09:00 - 11:00*

**GT25, Ayr Campus**

A meeting of the University Court constituted under the University of the West of Scotland Order of Council 2019 will be held on Tuesday 28th April 2025 at 9am in Room GT25, Ayr Campus.

## Agenda

**09:00 - 09:00**
0 min

### 1. Welcome, Apologies for Absence, Declarations of Interest

**09:00 - 09:05**
5 min

### 2. Minutes

#### 2.1. Minutes of Meeting held on 11th February 2026

*Approval*

CourtMins110226.pdf (6 pages)

#### 2.2. Minutes of Reserved Meeting held on 11th February 2026

*Approval*

CourtMinsReserved - 110226.pdf (2 pages)

**09:05 - 09:10**
5 min

### 3. Matters Arising

#### 3.1. Reserved Min Ref 2 - Appointment of Lay Members

*Information*

Oral Report

**09:10 - 09:10**
0 min

### 4. Determination of Any Other Business

**09:10 - 09:15**
5 min

### 5. Chair's Statement

*Information*

Oral Report

**09:15 - 09:25**
10 min

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

*Discussion*

6 - PVC Report.pdf (12 pages)

**09:25 - 09:35**
10 min

### 7. Organisational Change Project

*Discussion*

7 0 Organisational Change Project.pdf (16 pages)



**09:35 - 09:45**

### 8. Students' Union

10 min

### 8.1. Students' Union Report

*Noting*

- 8.1 - SU Report.pdf (5 pages)

**09:45 - 09:50**
5 min

## 9. Senate

### 9.1. Report from Meeting of Senate held on 25th March 2026

*Noting*

- 9.1 - Senate Report.pdf (3 pages)

**09:50 - 10:05**
15 min

## 10. Sub-Committee Reports

### 10.1. Report from Meeting of Audit & Risk Committee held on 17th March 2026

*Approval*

- 10.1 - ARC Report.pdf (4 pages)
- 10.1 - App1 - Strategic Risk Register.pdf (3 pages)

### 10.2. Report from Meeting of Resources & People Committee held on 18th March 2026

*Noting*

- 10.2 - RPC Report.pdf (5 pages)
- 10.2 - App 1 - H&S Dashboard.pdf (1 pages)

### 10.3. Report from Meeting of Remuneration Committee held on 24th March 2026

*Noting*

- 10.3 - RemCom Report.pdf (2 pages)

**10:05 - 10:20**
15 min

## 11. Finance

### 11.1. Period 7 - Management Accounts

*Noting*

- 11.1 - P7 Management Accounts.pdf (13 pages)

### 11.2. Q1 Financial Forecasts

*Noting*

- 11.2 - Q1 Financial Forecast.pdf (11 pages)

**10:20 - 10:35**
15 min

## 12. Student Population & SFC Indicative Funding Allocations 2026/2027

*Noting*

- 12 - Student Population.pdf (5 pages)



**10:35 - 10:50**
15 min

## 13. Strategy 2030

### 13.1. Strategy 2030 - Performance Framework

*Discussion*

13.1 - Strategy 2030 - Performance Framework.pdf (26 pages)

10:50 - 10:55
5 min

## 14. Schedule of Meeting Dates

*Noting*

14 - Schedule of Meeting Dates.pdf (4 pages)

10:55 - 10:55
0 min

## 15. Any Other Business

**Ayr, 28th April 2026 being the 85th meeting of the Court of the University of the West of Scotland**

| | |
|---|---|
| Present: | Joyce White OBE (Chair)<br>Omowaleola Adebayo<br>Chinyere Adeniyi-Alade<br>Professor Sandro Carnicelli<br>Lucy Carroll<br>Dr Anne Marie Craig<br>Ryan Doherty (MS Teams)<br>Alex Gubbay (MS Teams)<br>Karen Hedge<br>Colin Howden<br>Dr Gordon Jack<br>Matthew Lamb<br>Elaine Lorimer<br>Professor Robert MacIntosh<br>Professor Diane MacLean<br>Dr Katie McQuade<br>Professor James Miller<br>Christopher Morgan<br>Andrew Munro<br>Timiebi Oyinpere<br>Ruth Paterson<br>Gemma Roxburgh<br>Rachael Simpson<br>Michael Spiteri |
| In attendance: | Professor Rachel Cragg<br>Gavin Lee<br>Marie Liston<br>Archie MacIver<br>Stephanie Pitticas<br>Marcus Ross<br>Alison Loudon |

Apologies for absence were received from Hugo Stolkin and for late arrival from Gemma Roxburgh.

No Declarations of Interest were notified.

**1. Welcome**

The Chair welcomed Chinyere Adeniyi-Alade, Matthew Lamb, Elaine Lorimer and Michael Spiteri to their first meeting following their appointment to membership of the University Court.

2. **Minutes**

2.1 Minutes of Meeting held on 11th February 2026

The minutes of the meeting held on 11th February 2026 were approved as a correct record.

2.2 Minutes of Reserved Meeting held on 11th February 2026

The minutes of the reserved meeting held on 11th February 2026 were approved as a correct record.

3. **Matters Arising**

3.1 Reserved Min Ref 2 – Appointment of Lay Members

The Chair reminded members that, as noted at the last meeting, interviews were held with 2 additional candidates for membership of Court. Following agreement with the Governance & Nominations Committee, by email Court had approved the appointment of Elaine Lorimer and Michael Spiteri to membership of Court for a 3-year period with effect from 1st April 2026.

4. **Determination of any Other Business**

No additional items of business had been notified.

5. **Chair's Statement**

The Chair thanked members for their participation in the 2026 Court Strategic Residential Event. For the information of Court, she outlined the various activities she had undertaken since her appointment on 1st February 2026 which had included conclusion of the induction programme, participation in interview panels for key leadership roles, attendance at meeting with principals and chairs of Scottish Universities, a meeting of the Committee of Scottish Chairs, a visit to the London Campus and the London Campus graduation ceremonies.

The Chair reminded members that, in line with the Scottish Code, the Secretary to Court must be appointed to the post by the Court. Court duly approved the appointment of Gavin Lee as Secretary to Court, noting his dual role as Vice-Principal (Strategy) & University Secretary with effect from 1st August 2026.

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

Court noted for information the report which provided an update on key developments, external policy environment, strategy change programmes and recent achievements at the University.

Members were particularly pleased to note recent student success stories including a UWS Graduate being awarded Student Midwife of the Year in recognition of her exceptional initiative and leadership and a UWS nursing student being awarded "Student Nurse of the Year : Adult" having been recognised for her commitment to compassionate, person-centred care and outstanding academic and professional achievements throughout her degree.

In response to a question from a staff member on Court, who referenced a recent all staff meeting on the topic of on campus presence by academic and professional services staff, the Principal and Vice-Chancellor reported that this was a restatement of the university's position and not a new announcement. The Chair confirmed that this was an operational issue and not a matter for Court.

7. **Organisational Change Project**

The Interim Deputy Vice-Chancellor reminded Court of the context, background and rationale to the Organisational Change Project and drew members' attention to the report which set out an update on progress made to date with reshaping of the University's professional services provision, planned next steps, and progress made to transition from school to faculty structures, and to deliver non-pay savings.

The Vice-Principal (Finance & Infrastructure) drew members' attention to the proposed operating model for the University's professional services provision to support the new academic structure (workstream 2). To address issues of resilience, efficiency and standardisation, the approach proposed faculty-based business support with responsibility for the smooth operation of the faculty and the commissioning services from functionally aligned teams. The proposed model would be implemented to align to revised VCE portfolios on a phased approach from August 2026. A matrix of activity had been developed and mapping was ongoing to align roles to either faculty business support or functional directorates.

To drive efficiencies and process redesign required to release the savings generated through vacancy management, an overarching Business Systems Transformation Programme (BSTPO) had been established to support significant systems development to the finance system, the HR information system, and most significantly the student information system.

The Vice-Principal (Internationalisation) highlighted progress with delivery of the outcomes of workstream 3 (procurement). Although overall progress remained mixed with strong performance in some areas and delays or further development in others, there was continued confidence that the 2026/2027 target could be achieved.

Court welcomed the comprehensive summary provided on the range of activity ongoing to ensure delivery of the agreed objectives of the Organisational Change Project and recognised the inherent risk associated with the management of inter-dependencies, key resources and systems.

Court also recognised the significant amount of change and uncertainty being experienced by colleagues across the University and the impact this caused both professionally and personally. In this connection, the Principal & Vice-Chancellor outlined the multi-channel communications strategy and methods in place highlighting the monthly all staff meetings as a key anchor point. A change management process had been implemented with senior management attending ongoing workshops to support change. Existing teams were available to provide ongoing support on colleague engagement and wellbeing.

Noting that a further report would be submitted to the next meeting of Court, it was agreed that this should include further detail on the communications strategy in place for the project.

The remainder of the report was noted for information.

## 8. **Students' Union**

### 8.1 Students' Union Report

The President of the Students' Union spoke to the report which provided a snapshot of activity at the Students' Union since the last meeting of Court highlighting strong progress across student representation, wellbeing support, democratic reforms, and the continued growth of the society's community.

She drew members' attention in particular to the importance of student representation as the main area of partnership between the Union and the University highlighting the actions being taken to increase participation in training.

Court was pleased to note the continued growth in societies and student engagement, noting the feedback received from students of the positive impact to the student experience from involvement and engagement in Union activities. The recent Tertiary Quality Enhancement Review had highlighted opportunities to enhance student engagement to ensure the student voice was heard.

In response to a question, the President of the Students' Union outlined the various mechanisms in place both at the Union and the University to support student hardship, advice and wellbeing.

The remainder of the report was noted for information.

9. **Senate**

9.1 Report from Meeting of Senate held on 25th March 2026

Court noted for information the report from the meeting of Senate held on 25th March 2026.

10. **Sub-Committee Reports**

10.1 Report from Meeting of the Audit & Risk Committee held on 17th March 2026

The Chair of the Audit & Risk Committee spoke to the report from the meeting held on 17th March 2026.

Court noted that the Committee had approved Block 1 of the 2026/2027 Internal Audit Programme which had been aligned to the Strategic Risk Register. The continued strengthening of risk management processes, including implementation of the Ideagen System and a refresh of the Risk Tolerance Statement was welcomed.

Noting ongoing work to align to Strategy 2030, Court approved the updated Strategic Risk Register.

The remainder of the report was noted for information.

10.2 Report from Meeting of the Resources & People Committee held on 18th March 2026

The Chair of the Resources & People Committee spoke to the report from the meeting held on 18th March 2026.

He drew members' attention in particular to the presentation to the Committee by the Director of IT which had provided a useful overview of changes to IT Structures with a view to strengthening operational capacity and enhancing governance together with the introduction of a product management approach to support key projects.

Court was pleased to note that the sale of the Almada Street, Hamilton site had now been concluded. The Health and Safety Dashboard was noted for information.

The remainder of the report was noted for information.

10.3 Report from Meeting of the Remuneration Committee held on 24th March 2026

Court noted for information the report from the meeting of the Remuneration Committee held on 24th March 2026.

11. **Finance**

**11.1** Period 7 – Management Accounts
**11.2** Q2 – Financial Forecasts

The Vice-Principal (Finance & Infrastructure) drew members' attention to the University's management accounts for the period to 28th February 2026 and the financial forecast based on the quarter to 31st January 2026.

In terms of the management accounts, Court noted that these showed a net surplus favourable against the budget for the same period. However, reported tuition fee income in the accounts remained under review.

Court was pleased to note that the Q2 financial forecast indicated a position which was closer to break even that originally predicted and commended the efforts of colleagues across the University in delivery of the multi-year recovery plan. Members agreed that the University had to remain agile to respond to external factors and the outcome from the ongoing organisational change project remained critical to its continued success.

In response to a question, the Vice-Principal (Finance & Infrastructure) confirmed that individual campus running costs were included in various budget lines and not easily identifiable. It was agreed that the ability to draw these out would be investigated, to enable members to fully understand the drivers around the costs of running each campus.

The remainder of the reports were noted for information.

12. **Student Population and Scottish Funding Council (SFC) Indicative Allocations 2026/2027**

The Vice-Principal (Planning & Recruitment) spoke to the report provided an update on the 2025/2026 student population and SFC indicative allocations for 2026/2027.

Members noted that although the Scottish SFC population was forecast to almost meet the budget target and rUK was near the budget target, international recruitment remained challenging and due to phasing, the financial impact of below target recruitment would be more acutely felt in the 2026/2027 academic year.

The SFC indicative allocations for 2026-27 were in line with expectations. Although funding across multiple categories had increased as anticipated following the Scottish Government budget announcement, these did not offset multiple years of inflationary erosion.

In response to a question, the Principal & Vice-Chancellor advised that the amount provided for widening access across the sector had not increased materially in recent years and did not fully reflect requirements.

The final SFC allocations would be reflected in the 2026/2027 budget which would be submitted to Court for approval at its June meeting.

The remainder of the report was noted for information.

13. **Strategy 2030**

13.1 Strategy 2030 – Performance Framework

The Interim Vice-Principal (Governance) & University Secretary spoke to the paper which set out a proposed reporting style and mechanisms for performance framework reporting to Court.

Court endorsed the proposed reporting style in principle, noting that this established a clearer, prioritised and narrative driven approach to performance monitoring, enabling more effective scrutiny, discussion and action at all appropriate levels. Suggested refinements highlighted in the light of discussion would be taken forward.

The analysis of available performance data for each KPI, together with an overview of actions underway and recommendations to secure future success was noted.

Recognising the impact to staff of the significant amount of change currently ongoing at the University, the Interim Vice-Principal (People & Wellbeing) confirmed that options were being considered for the colleague engagement survey in summer 2026.

The remainder of the report was noted for information.

14. **<u>Schedule of Meeting Dates – 2026/2027; 2027/2028 & 2028/2029</u>**

Court noted for information the schedule of meetings dates for academic year 2026/2027 and provisional dates for the 2027/2028 and 2028/2029 academic years.

15. **<u>Any Other Business</u>**

This being their last meeting, the Chair thanked Lucy Carroll and Marie Liston for their support to the work of the Court and wished them well for the future.

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