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TO: ALL MEMBERS OF COURT

A meeting of the University Court constituted under the University of the West of Scotland Order of Council 2019 will be held on **Wednesday 23rd November 2021 at 2:30 pm in Room P123/125, Coats Building, Paisley Campus.**

Donna McMillan
Secretary to Court

AGENDA

	Welcome Apologies for Absence Declaration of Interest		
1.	Minutes	Approval	Documents Attached
1.1	Minutes of meeting held on 21 st June 2021 Minutes of meeting held on 7 th September 2021		
2.	Matters Arising		
3.	Determination of Any Other Business		
4.	Chair's Business	Information	Oral Report
5.	Students' Association		
5.1	Students' Union Report to Court	Information	Paper 5.1
6.	Senate		
6.1	Report from meeting of Senate held on 6 th October 2021	Information	Paper 6.1
7.	Committee Reports		
7.1	Report from meetings of Remuneration Committee held on 6 th September 2021 and 22 nd October 2021	Information	Paper 7.1
7.2	Report from meetings of Governance & Nominations Committee held on 24 th August 2021 and 11 th November 2021 (part)	Approval	Paper 7.2
7.3	<ul style="list-style-type: none"> • Scheme of Delegation • Annual Effectiveness Review of Court Report from meeting of Resources & People Committee held on 12 th October 2021	Discussion	Appendix 1 Appendix 2 Paper 7.3
7.4	<ul style="list-style-type: none"> • Financial Regulations • Annual Internal Audit Report • Audit & Risk Annual Report to Court • Strategic Risk Register Report from meeting of Audit & Risk Committee held on 19 th October 2021	Approval	Paper 7.4 Appendix 1 Appendix 2 Appendix 3 Appendix 4
7.5	Health, Safety & Wellbeing Committee Annual Report	Information	Paper 7.5

8.	Financial Statements <i>Presentation on the UWS Financial Statements to 31st July 2021</i>	Discussion & Approval	
8.1	Financial Statements to 31 st July 2021		Paper 8.1
8.2	External Auditor Letter of Representation		Paper 8.2
9.	UWS Performance Report - November 2021	Discussion	Paper 9
10.	Outcome Agreement <ul style="list-style-type: none"> • UWS Self Evaluation Report • Outcome Agreement 2021-2022 - Final Draft • Equality Impact Form 	Discussion & Approval	Paper 10
11	Annual Governing Body Statement of Assurance - 2020/2021	Discussion & Approval	Paper 11
12.	Modern Slavery Statement	Discussion & Approval	Paper 12
13.	Appointment of Principal & Vice-Chancellor	Discussion & Approval	Paper 13
14.	Principal & Vice-Chancellor's Highlight Report	Information	Paper 14
15.	Any Other Business		
RESERVED BUSINESS			
16.	Minutes Minutes of Reserved Meeting held on 21 st June 2021	Approval	Document Attached
17.	Report from meeting of Governance & Nominations Committee held on 11th November 2021 (part)	Approval	Paper 17

Date of Next Meeting: 7th February 2021

Court Strategic Residential Event – 7th and 8th February 2021 - London Campus

Winter Graduations :

Online Ceremonies - 12th January 2022

Physical Ceremonies (Paisley Abbey) - 18th, 19th, 20th and 21st January 2022

(Further details will be circulated in due course)

Lanarkshire/Microsoft Teams, 21st June 2021 being the 64th meeting of the Court of the University of the West of Scotland

Present:	Mrs K Allum	On Campus
	Ms A Buchanan	Remote
	Mr A Burns	Remote
	Mr A Gordon	On Campus
	Mr A Gubbay	On Campus
	Ms C Hunter	Remote
	Professor C MacDonald	On Campus
	Professor C Mahoney	On Campus
	Mr A Mallick	On Campus
	Ms M McCusker	Remote
	Ms A McKechin	On Campus
	Dr I McLellan	On Campus
	Dr L Meredith	On Campus
	Mr A Miller	On Campus
	Mr C Morgan	Remote
	Mr A Munro	On Campus
	Mr K Murdoch	Remote
	Mr I Nizami	On Campus
	Dr C O'Donnell	On Campus
	Ms T O'Donnell	Remote
	Mr K Quinlan	Remote

In attendance:	Ms D McMillan	On Campus
	Ms J Maguire	On Campus
	Mr M Ross	On Campus
	Mrs A Loudon	On Campus
	Mr L Humberstone	Remote
	Ms E Gomersall	Remote

There were no apologies for absence. Apologies for late arrival were received from Ms M McCusker and Mr K Quinlan.

No declarations of interest were notified.

Welcome

The Chair welcomed the SAUWS President Elect and Second SAUWS Court Representative Elect who were in attendance as Observers.

1. **Minutes**

The Minutes of the Meeting held on 26th April 2021 were approved as a correct record.

2. **Matters Arising**

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

3. **Determination of Any Other Business**

No additional items of business had been notified.

4. **Chair's Business**

The Vice Chair of Court updated members on discussion at a recent meeting of the Committee of Scottish Chairs which she had attended on behalf of the Chair.

5. **Students' Association**

5.1 **SAUWS Annual Report**

Court welcomed for information the report which detailed highlights and achievements from the Students Association during the 2020/2021 academic year. Members acknowledged that this had been a particularly challenging year for the Students Association as it responded to the challenges of the pandemic and commended the close and positive working relationship with the University.

5.2 **Students Union Finance Report - 2020/2021**

Court noted for information the report which set out the detail of the Association's financial position and year-end expectations for the 2020-2021 academic year, noting the anticipated surplus position.

5.3 **Students Union Budget - 2021/2022**

The President of SAUWS spoke to the report which set out the draft Students Union budget for 2021/2022.

Noting that it had been developed in conjunction with colleagues in the Finance Department, Court approved the Students' Union Budget for the 2021/2022 academic year.

6. **Senate**

6.1 **Report from Meeting of Senate held on 9th June 2021**

Court noted for information the report from the meeting of Senate held on 9th June 2021.

A member of Court who had attended the meeting of Senate as an observer highlighted the diverse range of topics and insightful and meaningful debates arising during discussion at the meeting.

7. **Committee Reports**

7.1 **Report from meeting of Policy & Resources Committee held on 25th May 2021**

The report from the meeting of Policy & Resources Committee held on 25th May 2021 was noted for information.

7.2 Report from Meeting of Audit & Risk Committee held on 26th May 2021

The Chair of Audit & Risk Committee drew Court's attention to approval at the meeting of the Committee of the 2021/2022 Internal Audit Annual Plan.

The remainder of the report was noted for information.

7.3 Report from Meeting of the Governance & Nominations Committee held on 9th June 2021

The Chair of the Governance & Nominations Committee spoke to the report from the meeting held on 9th June 2021.

She drew members' attention to the work of the Committee Review Group which had established to review the sub Committees of the Court to ensure clarity around the roles and responsibilities of each Committee and to avoid duplication of business. Court agreed that the number of Committees was broadly appropriate and approved the recommendation that the current Policy & Resources Committee should be disbanded and a newly constituted People & Resources Committee established. The focus of the new Committee would be on People, Infrastructure and Institutional Culture.

The Chair drew members' attention to the matrix of proposed responsibilities of the sub Committees of Court which had been published separately to inform discussion. Members broadly endorsed the proposed responsibilities of each Committee subject to amendment to reflect that regular financial management reports would be reviewed by the Audit & Risk Committee prior to scrutiny by Court.

Work would now commence to develop a suite of revised terms of reference and memberships for the sub Committees of Court. This would be informed by discussions with the Chairs of the Sub Committees and the updated skills matrix of the membership of Court. Final recommendations would be submitted to Court at its September meeting for approval.

Court approved the recommendation that Mr C Morgan be appointed Chair of the People & Resources Committee with effect from 1st January 2022.

Members noted that a revised and updated role description for the Vice Chair of Court had been endorsed by the Governance & Nominations Committee. Noting that the period of appointment of the Vice Chair of Court would conclude at the end of December 2021, in line with the Standing Orders of Court expressions of interest in the role from the existing lay membership would shortly be sought.

The remainder of the report was noted for information.

7.4 Report from Meeting of the Health & Safety Committee held on 26th May 2021

Court noted for information the report from the meeting of the Health & Safety Committee held on 26th May 2021.

8. **Remuneration Committee Framework**

The Vice Principal, Resources reminded members that the Scottish Code of Good HE Governance required that the policies and processes used by the Remuneration Committee be discussed and approved by the Court.

Subject to minor amendment in relation to the role of the Committee in reviewing the performance assessments of direct reports to the Principal, Court approved the Remuneration Committee Framework.

Court noted the work in progress including re-evaluation of the job descriptions for the core and extended members of the Executive and a benchmarking review of senior reward and recognition across the sector.

In response to a question, the Vice Principal Resources outlined the arrangements being put in place for the My Contribution process this year. Although all staff would be asked to complete a streamlined version of the My Contribution performance management documentation, in recognition of the context within which staff had been working this year, no performance ratings will be applied.

The remainder of the report was noted for information.

9. **Annual Legislative Compliance Report**

Court noted for information the report which detailed the various processes in place to ensure compliance with a number of legislative requirements to provide assurance to Court that legal matters were being properly addressed.

In response to a question, the University Secretary outlined the processes in place to ensure that funds received as donations were used in line with the agreed purpose of the donation.

10. **Student Experience Programme**

The Provost & Deputy Principal made a presentation to Court on the Student Experience Programme highlighting key milestones and workstream activity to date.

In response to a question, the Provost & Deputy Principal outlined the approach to project management which would ensure that the interdependencies of each workstream were co-ordinated and managed.

Members welcomed the interesting and informative presentation and the progress being made. Regular reports on progress would be submitted to Court.

11. **Finance & Strategy**

11.1 **Financial Reforecast Refresh**

Court noted for information the report which detailed a reforecast of Income & Expenditure, Income Analysis and Cashflow for Financial Year 2020-2021. This had

been updated from the paper presented to PRC to reflect the final SFC funding allocation with a positive year end outcome projected.

In response to a question, the Vice Principal, Resources outlined the processes in place to track and manage additional funding provided for COVID support much of which had terms and conditions attached.

11.2 SFC Final Funding & Financial Planning - 2021-2022

Court noted for information the detail of the SFC final funding announcement, noting the increase compared with AY 2020-2021. This included additional UK Government funding assumed to be provided for one year only.

11.3 UWS Annual Plan and Budget 2021-22

The Principal & Vice-Chancellor introduced discussion of this item. He reminded members of the collaborative and iterative activities in place at the University to align the planning and budgeting processes.

The Vice Principal, Planning & Recruitment drew members' attention to the Achieving It Annual Plan which was informed by detailed discussions with schools and services on the key priorities for delivery in 2021. The Plan recognised the significant personal, financial and institutional resilience shown by UWS through 2020-21 and the ambitions set out in the UWS Strategy 2025 and reflected on the external environment in which the University was working.

The 2021-2022 budget reflected a prudent, risk assessed proposal and incorporated a high degree of confidence in the assumptions, which underpinned the detailed budget for 2021-22 and forecast outturns for 2022-23 and 2023-24.

In response to a question, the Vice Principal, Resources advised that many of the identified risks could not be directly influenced by the University, but that these would be proactively managed. The budget presented represented a prudent and balanced view and there were in-year actions which the University would take to realise identified opportunities which would have a positive impact on the University's finances.

After discussion, Court welcomed the UWS Achieving It Annual Plan and approved the 2021-2022 budget.

The remainder of the report was noted for information.

11.4 Review of Performance Framework

Court noted and endorsed the proposed amendments to the performance framework for implementation in 2021-2022.

12. Student Population

Court noted for information the report which set out details of the current student population and applications for the 2021/2022 academic year.

13. **Campus Developments**

The Vice Principal, Planning & Recruitment to make a presentation to Court on proposed developments at the Dumfries and London Campuses.

He reminded members that the University's Dumfries Campus was currently located on the Crichton Estate. The buildings, which were over 100 years old, had not been designed for education purposes and increasingly were unable to be further adapted to provide an appropriate environment for a modern higher education experience. Growth aspirations, particularly in Nursing programmes, were impossible to accommodate within the current facilities.

Proposals to relocate the Campus to the top floor of the Mountainhall Treatment Centre, which was on the periphery of the Crichton Estate, had been approved by Policy & Resources Committee at its last meeting. This facility would provide significant growth potential and strengthen partnership working with the NHS.

Members were reminded that the University engaged with a new strategic delivery partner for the London Campus and relocated to new premises in the London Docklands area for the start at the 2020/2021 academic year. Recruitment to the Campus had been very successful and initial student population forecasts had been exceeded. Consequently, PRC had endorsed the recommendation that the University proceed to secure additional space and should complete negotiations of Heads of Terms for the 7th floor in the Export Building which was adjacent to the current Campus.

In response to a question, the Vice Principal, Planning & Recruitment outlined the trends and projected growth of the overseas markets and international recruitment activity at the London Campus which could be tracked over a 2 year period.

Court welcomed the interesting presentation and endorsed the proposals being developed for the future operation of the Dumfries and London Campuses.

14. **Principal & Vice-Chancellor's Highlight Report**

The Principal & Vice-Chancellor spoke to the report which provided a summary of general information on the University and an overview of activities undertaken since the last meeting of Court.

The Principal & Vice-Chancellor drew members' attention to the ongoing support provided to staff and students as the University prepared for return to Campus and highlighted the diligent and careful management approach adopted by colleagues during the pandemic to ensure that staff jobs remained protected and without the need to access furlough monies.

Noting that his period of appointment would shortly conclude, the Principal & Vice-Chancellor expressed his personal thanks to the outgoing President of the Students' Association for his diligent and sensitive approach to working in partnership with the University to support the UWS student population during these challenging and unprecedented times.

The remainder of the report was noted for information.

15. **Annual Statement on Research Integrity - 2020-2021**

Court noted for information the UWS Annual Statement on Research Integrity which had been prepared in response to the UWS commitment to progress the principles of The Concordat to support Research Integrity.

16. **Any Other Business**

This being their last meeting, on behalf of Court, the Chair thanked the outgoing President of SAUWS and the second Court Representative for their commitment to the work of Court during their periods of appointment and wished them well for the future.

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

Paisley 7th September 2021, being the 65th meeting of the Court of the University of the West of Scotland

Present: Mrs K Allum (Chair)
Ms A Buchanan
Ms E Gomersall
Mr A Gordon
Mr L Humberstone
Professor C Mahoney
Mr A Mallick (via Microsoft Teams)
Dr L Meredith
Ms M McCusker
Ms A McKechin
Dr I McLellan
Mr A Miller
Mr C Morgan
Mr A Munro
Mr K Murdoch (via Microsoft Teams)
Dr C O'Donnell
Ms T O'Donnell
Mrs R Paterson
Mr K Quinlan
Mr H Stolkin

In attendance: Ms J Maguire
Ms D McMillan
Professor M Radoslyjevic
Professor Jonathan Powles
Mr M Ross
Mr G Lee
Mrs A Loudon

Apologies for absence were received from Mr A Burns, Mr A Gubbay and Professor C MacDonald.

The Chair welcomed the following new members to their first meeting of Court:

Ms E Gomersall
Mr L Humberstone
Mrs R Paterson
Mr H Stolkin

No declarations of interest were notified.

No additional items of business were notified.

1. **Terms of Reference of Sub Committees of Court**

The Chair reminded members that at its last meeting Court had noted the outcome of the review of Court sub-committees and had endorsed a broad range of responsibilities for each of its sub-committees and had agreed that the current Policy & Resources Committee should be wound up and a new committee established with a focus on people, infrastructure and institutional culture.

Revised terms of reference for the sub-Committees of Court had been considered at a recent meeting of the Governance & Nominations Committee which had agreed to recommend these to Court for approval.

Court noted and approved the revised Terms of Reference for the Audit & Risk Committee, Governance & Nominations Committee, Remuneration Committee and a newly constituted Resources & People Committee which would replace Policy and Resources Committee

With regard to the vacancies in sub-Committee membership, Court noted that the Governance & Nominations Committee would convene again with a view to making recommendations to the November meeting of Court to fill the vacancies.

The remainder of the report was noted for information.

2. **Changes in the External Environment**

The Vice Principal, Planning and Recruitment drew members' attention to the report which set out a summary of the Scottish Funding Council's phase 3 report of the Review of Coherent Provision and Sustainability and made a presentation to Court reflecting on what the output of the review and other external environment issues meant for UWS.

Members discussed the common themes and areas of particular relevance and specific interest to UWS arising from the review. Court agreed that the University was well placed to respond to the priorities set out in the review and was confident that the ambitions set through the Strategy 2025 and actions outlined in thematic plans would help inform and shape the SFC and Scottish Government policies and direction.

However, the challenges for UWS arising from the current Scottish Government funding model for colleges and universities would remain and it was therefore imperative that opportunities to drive and expand income streams were maintained to ensure the continued growth of the University.

The Chair thanked the Vice Principal, Planning and Recruitment for his informative presentation and the constructive dialogue and discussion with Court which it had engendered.

The remainder of the report was noted for information.

3. **UWS Thematic Plans**

The Principal & Vice-Chancellor reminded members that the UWS Strategic Framework included the UWS Strategy 2025 and UWS Performance Framework underpinned by UWS Thematic Plans which provided further detail and outline actions to support the delivery of the Strategy.

The overall goal of the *Learning and Teaching Plan*, which was led by the Vice Principal, Learning, Teaching & Students, was to have a clearly understood and embedded approach to learning and teaching that delivered on the educational

ambitions of the UWS Strategy 2025, fostered an engaging and inspiring student experience and reflected our commitment to producing work-ready graduates.

The *Distinctive Research and Innovation* Thematic plan, led by the Vice Principal, Research, Innovation and Engagement, set out the principled framework for UWS research in the context of the UN Sustainable Development Goals and ambitious goals for university-to-business interaction at all levels of UWS delivery.

The third thematic plan, *Shaping our Communities and Society*, led by the Provost & Deputy Vice-Chancellor had a broad and far-reaching scope with a key priority to bring greater value from the wide range of activities undertaken across the University.

Each of the VCEG leads outlined the key priorities from the Thematic Plans for the information of Court. This would inform further discussion at the Strategic Workshop Event taking place later in the day.

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