



**Abertay
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Annual Review of the Effectiveness of Court 2024-25

#BeAbertay

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1. Background

The University's governing body is the Court of Abertay University (hereafter referred to as Court). As set out in the terms of the [Scottish Code of Good HE Governance 2023](#) (hereafter referred to as The Code) Section 64 "The governing body is expected to review its own effectiveness each year...". In line with the Code, in addition to this annual internal review, an externally facilitated Governance Effectiveness Review is undertaken every five years, the last of which was undertaken by Advance HE in 2021-22. The outputs of such reviews are published on the University's website at [Reviewing the Effectiveness of Court | Abertay University](#).

This report is for the academic year 2024-25 (1 August 2024 to 31 July 2025) and was considered by the Governance and Nominations Committee (GNC) on 2 October 2025 prior to its submission to Court for approval on 26 November 2025. GNC will monitor progress against the recommendations as outlined in [Section 12](#), and will receive an interim report at its meeting in Spring 2026.

2. Internal Evaluation Activities

Court has in place a robust system of internal evaluation:

- Ensuring compliance with the Scottish Code of Good HE Governance, as required by the Scottish Funding Council ([Section 4](#)).
- Undertaking activities to meet the Statement of Primary Responsibilities, Standing Orders, and Scheme of Delegation ([Section 5](#)).
- Monitoring Court membership and attendance and provide development opportunities to support effective Court participation ([Section 6](#)).
- Ensuring there are opportunities for engagement with internal and external stakeholders ([Section 7](#)).
- The Chair of Court meeting annually with all Court members, with outcomes reported to Court ([Section 8](#)).
- Court Committee members completing an annual evaluation of committee effectiveness ([Section 9](#)).
- The Court Intermediary leading an annual session (without the Chair present) to review the Chair's effectiveness, with feedback provided to the Chair and a report to the Remuneration Committee ([Section 10](#)).
- The Chair of Court conducts an annual development discussion with the Secretary to Court ([Section 11](#)).

In addition, an internal audit with regards to Governance arrangements at Abertay was undertaken by the University's appointed internal auditors, Azets. This audit report noted that Abertay had a robust governance structure in place that has been developed with cognisance of the needs of the organisation, and which provides for clear reporting between the Court and the Committees that report to them. It acknowledged that the committees within the governance structure all have individual Terms of Reference that include sufficient and comprehensive details about roles and responsibilities, as well as including a clear and appropriate reporting structure for escalation and de-escalation. That Court undertakes self-assessment annually, which assesses performance, discharge of role, and effectiveness of Court.

The report identified two minor areas for improvement:

- Updating the Committees Terms of Reference to state that they will be reviewed and updated annually, as well as including the updates in committee papers to ensure that the committee is reviewing and approving them.
- Review the self-assessment process for the sub committees of the Court and update to ensure adequate response to questionnaires and collation of results.

The committee's terms of reference had been moved to a three-year review cycle in line with the agreed policy document governance framework. Although this change had been agreed they had been reviewed in June 2024. Following the audit, they were reviewed and any required updates approved by Court in June 2025.

All committee members were provided with online links for surveys of committees of which they were members and in a change from the previous year, it was highlighted that their completion was mandatory. Further details are available in [Section 9](#).

Court also monitors the external environment in relation to changes in relevant legislation such as the development of the [Tertiary Education and Training \(Funding and Governance\) \(Scotland\) Bill](#) as well as best practice in higher education governance. This year, Court reviewed the issues emerging from the situation at the University of Dundee and the outcome of the investigation into these issues, resulting in the publication in June 2025 of the Investigation into [Investigation into Financial Oversight and Decision-Making at the University of Dundee](#) (the "Gillies report"). Court considered the report and the recommendations for other universities at its meeting in September 2025; it reviewed and discussed an initial self-assessment in respect of the Gillies recommendations. Court and its Committees will ensure that the issues raised in the Gillies Report inform its assessments of institutional good governance and Court effectiveness going forward.

3. Progress on the 2023-24 Review Recommendations

The recommendations from the 2023-24 review of the Effectiveness of Court were as follows:

ID	Recommendation	Progress to date
1.	Continue to increase its visibility and engagement with internal and external stakeholders, including reviewing the format for the annual public engagement event to increase attendance.	The Public Engagement Event has had consistent attendance (~50 people). The new University Strategy was launched at this year's event, but this did not impact on attendance.
2.	Continue to develop its induction processes for new members, as well as the development of briefings made available via SharePoint, and ensure that training records are kept.	Feedback from new members on induction has been positive. A centralised training log for all Court members is now in place. See Recommendation 1.
3.	Continue its efforts to understand and value the academic imperatives of the University by continuing its programmes of visits to academic facilities as well as its engagement with Senate.	Visits to academic areas as part of pre-Court sessions and Senate engagement. Court might wish to consider additional themed academic briefings or joint sessions with Senate on strategic academic issues.
4.	Continue to ensure satisfactory attendance at meetings and the quality of meeting papers.	Attendance at meetings of Court was slightly up to 88% from 84% in the previous year), and paper quality was raised in 1:1 Chair meetings. Initial changes to the formatting of cover papers including an Executive Summary have been made for 2025-26 which have been positively received. See Recommendations 4 and 8.
5.	Continue to ensure diversity of its membership and to act in a manner that is self-reflective.	The skills matrix and recruitment rounds show active management of diversity and capability. This could be further supported by periodic external benchmarking or facilitated sessions on inclusive governance.
6.	Continue to ensure effectiveness of the Chair and Secretary, providing them with the necessary support and training to deliver on the objectives/areas of improvement.	Annual review in place with regards to the effectiveness of both the Chair of Court and the Secretary to Court.

4. Compliance with the Scottish Code of Good HE Governance

Court was able to demonstrate full compliance with the Code in 2024-25. This formed part of the independent audit of the University's financial statements undertaken by Anderson, Anderson & Brown Audit LLP, where a mapping exercise was provided as evidence. As required by the SFC, the corporate governance statement published as part of the University's annual report and accounts will confirm compliance with the Code. When available this will be published on the University's website at [8.4 Financial resources | Abertay University](#). Some specific examples are provided below and where appropriate throughout the report:

Section 36 of the Code states that "The institution is expected to publish the register of interests on its website, suitably redacted to take account of data protection duties, and keep it up to date. The Secretary to the governing body and any other senior officer closely associated with the work of the governing body, for example the finance director, must also submit details of any interests to be included in the register". The University maintains a Register of Interests of Court members and relevant University senior officers, which is reviewed annually and is publicly available for inspection on the University's website at [Court Members | Members of Court | Abertay University](#). Individuals are also asked to declare any interests in relation to Court and Committee agenda business at all meetings and the Chair may require members to recuse themselves for particular items.

Section 60 of the Code requires that "the agenda and minutes are expected to be published in a timely manner on the institution's website" and "the papers considered at meetings should be made available to staff and students, unless this would breach confidentiality or would not be in the interests of the institution". Meeting agendas and minutes of open business considered at meetings of Court are made available through the University's website at [Court Agenda, Papers and Minutes | University Court | Abertay University](#), with meeting papers, with appropriate redactions, being made available to staff and students through the University's intranet.

5. Key Activities in 2024-25

Court ensured that its business was in line with its Standing Orders (which underwent a minor revision in 2024-25) and its Scheme of Delegation, published alongside its Statement of Primary Responsibilities at [Court's Key Documents | Abertay University](#).

In line with its responsibilities, Court oversaw a broad range of strategic and governance matters, including:

- Approving the University's new Strategy 2025-2030 and monitoring the delivery of current supporting strategies such as the International and Partnerships Strategy;

- Approving major proposals for strategic and capital investment, including an application to the Scotland's Heat Network Fund;
- Approving the Financial and Operational Plan, including measurement of KPI's, and the Risk Management Framework and Policy and monitoring progress;
- Approving the Integrated Annual Report and Accounts for 2023-24;
- Approving the Abertay Students' Association Code of Practice to ensure compliance with the [Education Act 1994](#);
- Overseeing the University's compliance with Scottish Funding Council Outcomes Framework and Assurance model and approving the submission of the Knowledge Exchange and Innovation Fund Strategy;
- Overseeing the University's work on equality, diversity and inclusion and approving of the Equality Mainstreaming report; and
- Monitoring the external environment and its impact on the University's activities.

Court continued to monitor the external environment and any implications for University operations via both reports from the Chair of Court and reports submitted by the Secretary to Court on sector governance issues. For example, the Chair of Court, the Vice-Chair of Court and the Secretary to Court attended a Royal Society of Edinburgh conference in late May on the funding of tertiary education in Scotland. The aim of the conference being to bring together a range of evidence to inform the debate surrounding an issue of vital importance for the future of our university and the whole of the sector.

Court also discussed the independent investigation led by Professor Pamela Gilles with regards to the University of Dundee and links to the relevant sections of the Scottish Parliament's Education, Children and Young People Committee were circulated to Court. A full review of the resulting report and recommendations was submitted to the first Court meeting in 2025-26 and where appropriate have been reflected in the recommendations resulting from this review.

Academic matters are delegated to Senate, with Court receiving the minutes from each meeting, along with a broader Academic Matters report, which updated Court on a range of activities and achievements, as part of its routine business.

Court received, at each meeting, an update from the Abertay Students' Association at each meeting, which provided an insight into the work of the President, Vice-President, and the wider Association.

An on-campus Court Conference took place in November 2024, that was well attended by Court members, the Executive Group and the Senior Management Team. The conference provided an opportunity for Court to be briefed on the current position and progress on strategic change initiatives and to feed into the development of the new University

strategy including opportunities to explore future direction, possible scenarios and options (based on agreed assumptions).

6. Membership of Court and its Committees

Composition

Court, through the Governance and Nominations Committee, regularly monitors both the range of skill and experience as well as equality and diversity of its composition. A skills matrix is in place that identifies the skills and experience of Court members, allowing the committee to identify any gaps within it, with clear and established processes to look to fill those gaps. Two successful recruitment rounds were undertaken in the year.

Meeting Attendance

Regular attendance at Court and Committee meetings is essential to ensure that members can fulfil their governance responsibilities effectively. Consistent attendance supports this in several key areas including informed decision making; collective accountability; continuity and context and demonstrates commitment to the role.

Court met six times, and all meetings were held in-person with provision for members to join online depending on their individual circumstances. The aggregate attendance at Court meetings was 88%, slightly up from 84% for the previous year. The Committees of Court meet a minimum of four times per year (with the exception of the Remuneration Committee, who meet a minimum of once per year). Meetings were a mixture of online, hybrid, and face-to-face depending on the preferences and availability of members of each Committee.

The attendance at Committees of Court varied from 81% to 92% (compared with 69% to 100% for the previous year). Further information relating to the meetings of Court and its Committee including full information on the attendance of members is provided in the Corporate Governance Statement.

It is important to ensure that attendance at meetings does not decline further, as consistent participation is essential for informed decision making, collective accountability and maintaining the effectiveness of Court and its Committees.

Training and Development Opportunities

Training and development are essential components in ensuring that members of a Court are equipped to fulfil their governance responsibilities effectively. Court plays a critical role in strategic oversight, financial stewardship, and safeguarding the university's mission and values. To do this well, members must be supported in developing the knowledge, skills, and confidence required to navigate a complex and evolving higher education landscape. Court members must have a clear grasp of their responsibilities and

training ensures they understand the regulatory framework, institutional statutes, and sector-specific governance codes that guide their role.

Online induction sessions are held for all new Court members and external Committee members. A Court members' handbook is available on the Abertay University Court Members' SharePoint site, which provides members with useful information including links to key documents, contact information for the Governance Office, the calendar of Court and Committee dates as well as induction, training and development information. New members are also offered a buddy, a longer-serving member of Court who they can go to for help and advice, and members of Court are able to attend meetings of Committee of which they are not a member.

Training in areas such as equality, diversity, and inclusion, supports members in fostering a culture of integrity and fairness across the institution. Court members are encouraged to undertake the university's unconscious bias training.

All newly appointed Court members are encouraged to attend the Advance HE event New Governors of Scottish Institutions with three members attending the event in October 2024. Members of the Audit and Risk Committee also attended the Advance HE Training – Governor's Development Programme: Audit and Risk Committee during the period with a staff-elected member attended an online workshop entitled "Understanding and Assuring Academic Outcomes and the Student Experience" in June 2025.

Court members are required to complete an online cyber security training session as part of their induction as well as annual cyber security training.

These activities aim to foster shared purpose and collegiality among Court members, strengthening the overall effectiveness of Court. This remains under ongoing review to ensure training and development opportunities on offer continue to benefit both individual members and Court as a whole.

7. Engagement with Internal and External Stakeholders

Court members are encouraged to participate in University life and to further develop their understanding of the University, the higher education sector in Scotland and the role of the governing body. This enables more informed decision-making and constructive challenge. All Court members are kept informed of any significant issues affecting the University and the wider Higher Education sector and also receive, for information, communications sent to all staff.

All Court members, in particular independent members, had opportunities to meet informally with staff and students of the University and other interested parties. Members particularly valued opportunities to meet students and staff whom they might not encounter at regular Court or Committee meetings.

Several Court members participated in the following events:

- annual Principal's address.
- prize-giving events and graduation ceremonies in November 2024 and July 2025.
- public events at the University such as professorial lectures, exhibitions, etc.
- visits to academic facilities in the Faculty of Design, Informatics and Business (including the CoSTAR Realtime Lab at Water's Edge) and the Faculty of Social Sciences (including the Wellbeing Clinic).
- a tour of the newly refurbished ground floor of the library and the new Students' Association space.

Section 58 of the Code requires that "in addition to normal meetings of the governing body, the institution is expected to hold an annual stakeholder meeting in public, at which representatives of the governing body, including the Principal, are expected to give an account of the institution's performance and should be available to answer questions". A Public Engagement Event was held on 26 June 2025. Many of the University's stakeholders from across the region came together for the event, where the new [University Strategy for 2025-2030](#) was formally launched. Approximately fifty people attended from the local community and from amongst staff and students of the University and Court members, in line with the attendance the previous year.

8. Court Member 1:1 Meetings with the Chair of Court

Section 56 of the Code states that "Members' individual contributions are expected to be reviewed regularly, at a minimum every two years, through a standardised process with the active involvement of the member concerned...These reviews need not all be carried out by the Chair, though the Chair retains ultimate responsibility for the effectiveness of the governing body". The Chair of Court undertakes 1:1 meeting with all members of Court on an annual basis. Prior to this meeting, Court members were asked to complete a feedback questionnaire as part of that process and to inform the development of future development sessions for Court members as well as the 1-1 meetings with the Chair of Court. This was the second year following this process.

Following review of the questionnaires, in April/May 2025, the Chair met with members individually (including the outgoing Student members) and submitted a report summarising the main issues raised to ensure that members are able effectively to fulfil their governance roles to the June meeting of Court.

There was widespread agreement on the need to offer information and data to Court in a more readily digestible form, highlighting that the development of graphical, visual and narrative summary information with accompanying analysis of key performance trends would help make best use of members' time in enabling effective scrutiny. The

development of a dashboard for regular overview by both Finance and Corporate Performance Committee and Court would be welcomed. This is currently under review, and the Director of Finance, Infrastructure and Corporate Performance presented potential changes to the financial reporting to the Committee at its June meeting which will be further developed and launched in 2025-26. In addition, it was highlighted that in some cases, such scrutiny would be assisted by developmental training, in particular in relation to finance. Such training has been signposted to relevant members of Court.

Court highlighted that strategic decision-making would also be assisted by a greater awareness of University activity in relation both to its teaching portfolio and research activity. Court members welcomed briefing on sectoral developments both within and furth of Scotland so as fully to appreciate the context within which Abertay was operating. It was highlighted that there may be scope for additional communication on particular issues between meetings. As highlighted previously in this review, there are several opportunities in place for Court members to engage more widely with the university and the potential for additional briefings on key areas of interest will be explored for 2025-26. We will also look at alternative ways to engage with members of Court.

Court raised some concerns on an operational front as to the extent to which agile strategic decision-making might be impeded by a lack of readily available financial data. Management overload and lack of bandwidth was highlighted as a major strategic risk which it would be necessary to address. Going forward, it will be important to involve the Court in well-informed and longer-term scenario planning in the current climate of political and financial uncertainty.

9. Annual Evaluation of Committee Effectiveness

Committee Members (including non-Court members and excluding those listed in the composition as “in attendance”) were asked to complete a feedback questionnaire (the format agreed by the Governance and Nominations Committee) to feed into this review. The survey asked respondents a series of questions (with some specific questions for the Audit and Risk Committee and the Finance and Corporate Performance Committee) to support their self-reflection on the work of the committee over the academic session. There were also questions relating to the leadership of the Committee Chair which were not completed by the Chair. There were a number of free text questions as well as a number of statements to which respondents were asked to provide a rating - these are: 1 = Strongly Disagree 2 = Disagree 3 = Neither Agree/Disagree 4= Agree and 5= Strongly Agree. The Chair of Court, the Secretary to Court and the Committee Chair and Vice-Chair received a summary report of the results.

The internal audit highlighted lack of responses in the previous year as an area for improvement. When circulated it was highlighted that its completion was mandatory, and

the completion rate was 100% (NB - The total relates number of members eligible due to either ongoing vacancies or change in membership during the review period. Due to the nature of Chair's Committee only convening, when necessary, it was agreed not to include it in the survey).

- Audit and Risk Committee (6 out of 6)
- Finance and Corporate Performance Committee (10 out of 10)
- Governance and Nominations Committee (8 out of 8)
- People, Health and Equality Committee (5 out of 5)
- Remuneration Committee (4 out of 4)

The table below outlines the common questions (excluding those specific to the Audit and Risk Committee and/or the Finance and Corporate Performance Committee) which were identified as the highest and lowest scoring questions per Committee with the average score provided in brackets.

Committee	Highest Scoring Question/s	Lowest Scoring Question
Audit and Risk Committee	The Committee Chair has a positive impact on Committee performance/ The Committee Chair has a positive impact on Committee performance/ The Committee Chair is considered approachable (5).	At the end of each meeting members discuss the outcomes and reflect on decisions made and what did and did not work well (3.17).
Finance and Corporate Performance Committee	The Committee Chair is considered approachable (4.89).	At the end of each meeting members discuss the outcomes and reflect on decisions made and what did and did not work well (3.4)
Governance and Nominations Committee	The Committee has clear and agreed terms of reference/ The Committee has a clear understanding of their roles and responsibilities, including, where appropriate, those relevant to bodies in receipt of public funds (4.88)	At the end of each meeting members discuss the outcomes and reflect on decisions made and what did and

Committee	Highest Scoring Question/s	Lowest Scoring Question
		did not work well (3.12).
People, Health and Equality Committee	The Committee Chair allows debate to flow freely and does not assert their own views too strongly/ The Committee Chair is considered approachable/ The Committee Chair has a positive impact on Committee performance/ The Committee has structured its agenda to cover all areas within its remit/ Members feel sufficiently comfortable within the Committee environment to be able to express their views, doubts and opinions. (5)	The Committee set itself a series of objectives it wanted to achieve in the year. (4.4).
Remuneration Committee	Members provide real and genuine challenge. (5).	At the end of each meeting members discuss the outcomes and reflect on decisions made and what did and did not work well (3.25).

Table 1: Highest and Lowest Scoring Common Questions (Average Score) by Committee.

Common questions (excluding those specific to the Audit and Risk Committee and/or the Finance and Corporate Performance Committee and those relating to the leadership of the Committee Chair) with the highest average score (in brackets) across all five committees, indicating areas of strength, were as follows:

- The Committee has clear and agreed terms of reference (4.78)
- The Committee ensures that the relevant member of staff attends meetings to enable it to secure the required level of understanding of the reports and information it receives (4.73)
- The Committee has a clear understanding of their roles and responsibilities, including, where appropriate, those relevant to bodies in receipt of public funds (4.7)
- Committee meetings are chaired effectively and with clarity of purpose and outcome (4.67).
- The Committee has structured its agenda to cover all areas within its remit (4.67).

Questions with the lowest average score across the five committees, which indicate potential areas for improvement, include:

- The quality of Committee papers received allows members to perform their roles effectively (4.44).
- The Committee clearly understands and receives assurances and oversees controls to manage/operate key functions (4.41).
- The Committee is clear about the complementary relationship it has with the other governing body or Senate/Academic Board Committees (4.37)
- The Committee made a conscious decision about how it wants to operate in terms of the level of information it would like to receive for each of the items in its cycle of business (4.22).
- The Committee set itself a series of objectives it wanted to achieve in the year (3.89).

10. Evaluation of Effectiveness of the Chair of Court

A review of the Effectiveness of the Chair of Court took place as part of the reserved business of Court on 30 April 2025. Members who were present at the meeting had the opportunity to feed directly into this review. Feedback was also received individually from Court members unable to attend the Court meeting.

The review was structured based around the responsibilities set out in the agreed role profile of the Chair of Court as set out within The Scottish Code of Good Higher Education Governance 2023. It covered the period towards the end of the second year of the Chair of Court's tenure and provided feedback on areas in which the Chair is undertaking the role well, as well as identifying a small number of areas for professional development in relation to governance responsibilities. The feedback was shared with the Chair of Court by the Court Intermediary.

The Chair was recognised for strong, inclusive leadership, effective meeting facilitation, and support to the Principal and Vice Chancellor. His ambassadorial role and one-to-one engagement with Court members were particularly valued. The review of Court was that the Chair upheld high ethical standards and actively supported the development of Court members. The Chair demonstrated diligence in preparing for meetings and ensuring informed decision-making. The Court noted that the Chair positively represented Abertay externally and that he was calm, articulate, and personable—qualities appreciated in navigating institutional challenges.

Court Members identified areas for discussion with the Chair of Court to undertake a greater focus during the next 12 months. These included limiting personal input during contentious discussions to allow broader participation and ensure impartiality and that greater effort was needed to draw out quieter voices and ensure all perspectives are heard, especially during complex or high-risk decision-making. Court members raised some concerns about the speed of progressing certain items, potentially compromising

governance quality. The Chair was advised to strengthen relationships with Committee Chairs, ensure timely communication, and avoid perceived power imbalances when attending as an observer.

The review concluded that the Chair was performing effectively overall, with a few targeted areas for development to enhance governance, quality and inclusivity.

11. Evaluation of Effectiveness of the Secretary to Court

The Chair of Court regularly met with the Secretary to Court throughout the year. The Chair of Court, in consultation with the Principal, agreed objectives for 2024-25 that related to the Vice-Principal's role as Secretary to Court.

Court welcomed the support from the Secretary to Court and her leadership of the wider Governance office, which has provided an effective, responsive and streamlined service to members. New member recruitment and induction arrangements introduced during the year have worked well.

12. Recommendations

Some key recommendations arising from this review, aligned with the sector wide recommendations from the “Gilles Report” are provided.

ID	Recommendation	Lead Responsibility	Timeline	Dependencies/Notes	Actions/Measured by:
1.	Maintain and enhance training opportunities for Court.	Governance Office	Ongoing	Review annually for relevance.	Conduct an annual training needs analysis using surveys and 1:1 feedback. Develop a training matrix mapping skills against governance priorities. Introduce refresher modules on governance Track completion rates and report quarterly to GNC.
2.	Deliver enhanced financial literacy training for Court and SMT.	Director of Finance, Infrastructure and Corporate Services.	By 31 Jul. 2026.	Build on existing briefing sessions. Training signposted to relevant members.	Consider partnering with Advance HE or external finance trainers for tailored workshops. Consider whether useful to develop bite-sized e-learning modules on interpreting financial statements and KPIs. Schedule scenario-based sessions during Court conferences. Monitor effectiveness via pre/post-training assessments.
3.	Develop visual dashboards for financial and strategic reporting.	Director of Finance, Infrastructure and Corporate Services.	By 31 Jul. 2026.	Pilot dashboard was presented in Jun. 2025.	Pilot new reporting pack with Finance and Corporate Performance Committee by Q2 2026. Include trend analysis and risk indicators for quick decision-making. Gather feedback from Court members after each cycle.
4.	Monitor attendance and engagement.	Governance and Nominations Committee	Ongoing	Review annually	Set minimum attendance thresholds and flag exceptions for GNC review. Introduce engagement

ID	Recommendation	Lead Responsibility	Timeline	Dependencies/Notes	Actions/Measured by:
					indicators (e.g., participation in discussions, survey feedback). Improvement in attendance statistics at Court and its Committees.
5.	Introducing structured reflection at end of committee meetings.	Committee Chairs.	From Oct. 2025.	Now included in meeting agendas.	Use a simple template: “What worked well? What could improve?” Collate insights for inclusion in annual effectiveness review. Train Chairs to facilitate constructive reflection. Evaluate via the annual Committee Effectiveness survey.
6.	Review committee self-assessment process.	Secretary to Court.	By 31 Jul. 2026.	Build on internal audit recommendations.	Benchmark results against sector norms. (where available). Present findings to GNC with action plans for low-scoring areas.
7.	Encourage inclusive participation and challenge culture.	Chair of Court/Committee Chairs.	Ongoing.	Reinforce through Chair of Court/Committee Chairs development.	Provide Chair development sessions on inclusive facilitation. Introduce anonymous pre-meeting input tools for sensitive topics. Include inclusivity as a performance metric in Chair evaluations. Monitor diversity of contributions during meetings.
8.	Improve communication between meetings (e.g. briefings, updates).	Secretary to Court	Ongoing.	Explore digital or informal formats.	Circulate monthly governance bulletins summarising sector news and key decisions. Consider using short video updates from the Chair or Secretary for major developments.

ID	Recommendation	Lead Responsibility	Timeline	Dependencies/Notes	Actions/Measured by:
					Evaluate via the annual Committee Effectiveness survey.

13. Summary Evaluation

Court is content that it fulfilled its responsibilities, as set out in the [Statement of Primary Responsibilities](#) during the year. On the basis of the activities within the review, there can be confidence that Court continues to discharge its functions effectively.

November 2025.



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