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In the Chair: Professor Richard A Williams, Principal and Vice-Chancellor

Present Also: Professor Julian Jones, Vice-Principal  
Professor Robert Craik, Vice-Principal (Malaysia)\*  
Professor Ammar Kaka, Vice-Principal (Dubai)\*  
Professor Duncan Hand, Interim Deputy Principal (Research and Knowledge Exchange)  
Professor Gill Hogg, Deputy Principal (External Relations)  
Professor John Sawkins, Deputy Principal (Learning and Teaching)  
Mr Alick Kitchin, Acting Head (Edinburgh Business School)\*  
Professor Robert MacIntosh, Head (Management and Languages)  
Professor Stephen McLaughlin, Head (Engineering and Physical Sciences)  
Dr Peter Morris, Interim Head (Life Sciences)  
Professor Beatrice Pelloni, Head (Mathematics and Computer Sciences)  
Professor Gareth Pender, Head (Energy, Geoscience, Infrastructure, and Society)  
Professor Fiona Waldron, Head (Textiles and Design)  
Ms Ann Marie Dalton, Secretary of the University  
Mr Andrew Menzies, Director of Finance

In Attendance: Mr Richard McGookin, Director of Planning  
Professor Peter Woodward, Director of the Institute for Infrastructure and Environment  
Mr Mark Adderley, Director of Human Resources Development  
Mr Andy Downie, Group Financial Controller  
Mr Brett Dodgson, Clerk

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\* Indicates member participating remotely

**MINUTE REF**  
**M16/151**

**WELCOME AND ANNOUNCEMENTS**

The Chair welcomed to the meeting the members of the UE and those colleagues who were in attendance.

[Clerk's Note: The business recorded under minutes 16/155 to 16/162 inclusive was taken first at the meeting.]

**M16/152**

**MINUTES OF THE LAST MEETING [Papers: UE/16/099 and UE/16/100]**

The UE considered the minutes of the meetings held 11 April 2016 and 18 April 2016 and approved them as a correct record.

Arising from minute 16/132, the UE noted that work to develop the 2016 Five Year Plan was continuing and that a final version would be presented to the Court for approval in June 2016. It was noted that, in advance of the final version, the Court would receive an update report in May 2016 and that this update report would be presented to the UE at its next meeting. It was noted that the update report would be circulated to members of the UE as soon as it was available on the understanding that the report was to be treated as strictly confidential.

In other matters arising it was noted that:

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1. The National Union of Students had at its annual conference resolved that it should seek to disrupt the 2017 National Student Survey and the Destination of Leavers from Higher Education Survey. The action was in protest at reforms proposed by the UK government and, in particular, the proposal to establish a Teaching Excellence Framework equivalent to the Research Excellence Framework. The National Union of Students was expected to make a further announcement in June 2016 on the form that this action might take and it was noted that a boycott of these surveys had been suggested. It was noted that the Deputy Principal (Learning and Teaching) would provide further reports to the UE as needed.
2. The UE had originally considered the draft Senior Officers Absences and Deputising Policy in February 2016 [minute 16/072]. In response to feedback received, the Policy had been revised to clarify the agreed deputising arrangements. The UE endorsed the Senior Officers Absences and Deputising Policy and agreed that the Policy should be presented to the Staff Committee for consideration in advance of presentation to the Court for approval.
3. The UE had originally considered the Flexible Working Policy including proposed amendments in March 2016 [minute 16/089]. In response to feedback received, the Secretary of the University had sought advice as to whether approved flexible working arrangements could subsequently be reviewed. The Director of Human Resources Development had advised that such reviews were possible only in specific circumstances and that the position described in the Policy was consistent with UK employment law. The UE endorsed the Flexible Working Policy as amended and agreed that the Policy should be presented to the Staff Committee for consideration in advance of presentation to the Court for approval.

### **M16/153      ACTIONS LOG AND FORWARD AGENDA [Paper: UE/16/101]**

The UE received the actions log as at 18 April 2016 and the forward agenda to 4 July 2016.

It was noted that the actions log included seven new actions; twenty actions had been carried forward – seventeen of which would or might involve further reports to the UE; and six actions had been closed since 11 April 2016. Members of the UE were reminded of the need to complete outstanding actions and to inform the Clerk of updates to the actions log.

### **M16/154      REPORT FROM THE CHAIR**

In a verbal report the Principal and Chair noted that the first of the Thinking About Our Future open meetings had been held at the Malaysia campus. The event had been very successful and feedback suggested that attendees had appreciated the opportunity to learn more about issues relating to the development of the University's strategy. The Principal noted that during his visit to Malaysia he had also had the opportunity to meet with regional industrialists and to attend the appointment of the new Chair of the Board of Directors of Heriot-Watt Malaysia.

The Principal drew attention to the UE strategy day which would be held 10 May 2016 at Hermiston House. An agenda for the strategy day had been developed and would be circulated to the UE shortly. It was hoped that the strategy day would be a positive and productive event.

### **M16/155      INTERNATIONAL RAIL TECHNOLOGY CENTRE: PRESENTATION TO THE COURT**

The UE considered a presentation on the planned International Rail Technology Centre.

**[Reserved Section – Ref. FOI(S)A, s.30 and s.33]**

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The UE welcomed the presentation and noted that this would form the basis for an expanded presentation to the Court in May 2016. The UE suggested a number of refinements to enhance the presentation.

### **M16/156 EMPLOYEE ENGAGEMENT SURVEY 2015: UPDATE REPORT [Paper: UE/16/106]**

The UE considered a report on the action plan that had been developed following the 2015 Employee Engagement Survey.

It was noted that the action plan had been developed to address three main areas of concern identified through the Survey: infrastructure; communications; and promotions, progression, and Performance and Development Reviews. All Schools and professional services were now developing local action plans or had already done so and, in some Schools, working groups had been convened to coordinate initiatives associated with the action plans with work to support compliance with the requirements of the Athena SWAN Charter. It was noted that a number of communications channels would be used to keep staff informed of this work.

The UE welcomed the report and agreed that all Schools and professional services should continue to encourage staff engagement with the action plans and associated initiatives. It was noted that, although there were now fewer staff surveys, such surveys were not always distributed evenly over the year and that this reduced the potential for engagement and adversely affected response rates. It was agreed that the scheduling of surveys should be coordinated and that, if possible, efforts made to reduce duplication of content. It was noted that the report would be presented to the Staff Committee in May 2016 and that the UE would continue to receive quarterly reports on the University action plan.

### **M16/157 SENIOR STAFF SALARY REVIEW: PROCEDURES [Paper: UE/16/107]**

The UE considered the Senior Staff Salary Review Procedures including proposed amendments.

It was noted that the Procedures had been amended at the request of the Remuneration Committee to reflect the Guidance Note on Remuneration Committees which had been published by the Committee of Scottish University Chairs in August 2015. The Guidance Note had been intended to clarify the key principles and elements of good practice in the work of remuneration committees and, in particular, had emphasised that such committees should give due regard to affordability and to relevant external benchmarks.

It was agreed that the Procedures should be revised to clarify that salary reviews for senior staff based at the international campuses would follow separate procedures but operate under the same general principles. It was further agreed that the Procedures should be revised to make it clear where references were to the total reward package rather than a component of it; to clarify the advice on performance related pay; and to provide additional advice with respect to feedback.

The UE endorsed the Senior Staff Salary Review Procedures as amended subject to the required revisions. It was agreed that the Procedures should be presented to the Remuneration Committee for consideration in advance of presentation to the Court for approval.

### **M16/158 TRAVEL AND EXPENSES: POLICY [Paper: UE/16/102]**

The UE considered the Travel and Expenses Policy including proposed amendments.

It was noted that the Policy had last been reviewed in 2010 and that the proposed amendments reflected subsequent changes in legislation and in taxation requirements.

**[Reserved Section – Ref. FOI(S)A, s.30 and s.33]**

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The UE endorsed the Travel and Expenses Policy as amended subject to the required revisions. It was agreed that the Policy should be presented to the Audit and Risk Committee for consideration in advance of presentation to the Court for approval.

### **M16/159      GIFTS AND HOSPITALITY: POLICY [Paper: UE/16/103]**

The UE considered the draft Gifts and Hospitality Policy.

It was noted that the Policy provided a framework for the giving and receiving of gifts and hospitality for business purposes. Permissible gifts could include ceremonial or promotional items, mementos, or gifts having a monetary value not exceeding £50. It was noted that there could be cases where it was appropriate to give on behalf of the University a higher value gift and that the Policy provided a mechanism for this.

The UE endorsed the Gifts and Hospitality Policy and agreed that the Policy should be presented to the Audit and Risk Committee for consideration in advance of presentation to the Court for approval.

### **M16/160      HERIOT-WATT UNIVERSITY STUDENT UNION: ANNUAL REPORT 2015-16 [Paper: UE/16/104]**

The UE considered the Heriot-Watt University Student Union's annual report for the 2015-16 academic year.

It was noted that the report described the achievements and activities of the Student Union over the current academic year and would be presented to the Court in May 2016. Provided with the report were the Student Union's Articles of Association and Code of Practice which the Court would be invited to approve. The report also included the Student Union's Statement of Financial Accounts for the year to 31 July 2015.

The UE agreed that the report reflected the broad range of activities in which the Student Union had been involved. It was noted that the section on research students undertaking demonstrating duties within the University suggested that Heads of Schools had declined to meet with the Student Union to discuss issues relating to pay and conditions. The Heads of Schools had received no invitation to such a meeting and it was agreed that the Secretary of the University should invite the Student Union to make this clear within the report. It was further noted that the section on student representation at the Dubai campus did not reflect the current situation and that the Principal, in his report to the Court, might wish to draw attention to the activities of the Dubai Student Council and other forms of student representation at the Dubai campus.

### **M16/161      DUBAI CAMPUS TRANSITION [Paper: UE/16/105]**

The UE considered a report on the future vision for the Dubai campus.

**[Reserved Section – Ref. FOI(S)A, s.30 and s.33]**

### **M16/162      STRATEGIC PROJECTS REGISTER [Paper: UE/16/108]**

The UE received the Strategic Projects Register.

The UE noted the status of strategic projects as at April 2016 and changes to the Register since this had last been presented to the UE [minute 16/114].

**[Reserved Section – Ref. FOI(S)A, s.30 and s.33]**

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**M16/163 RESEARCH AND KNOWLEDGE EXCHANGE BOARD [Paper: UE/16/109]**

The UE received the minutes of the meeting held 15 March 2016.  
The UE noted the report of the business conducted by the Board.

**M16/164 LEARNING AND TEACHING BOARD [Paper: UE/16/110]**

The UE received the minutes of the meeting held 6 April 2016.  
The UE noted the report of the business conducted by the Board.

**M16/165 DATE OF NEXT MEETING**

The UE noted that its next meeting would be held 2 May 2016.

Signed by Chair .....

Date .....