

THE UNIVERSITY EXECUTIVE

Minutes of the meeting held on 26 March 2015

Present:

Prof J Jones, Acting Principal (Chair)
Prof R J M Craik, Vice-Principal (Malaysia) (via Skype)
Ms A-M Dalton, Secretary of the University
Prof G Gibson, Act. Head, Mathematical & Comp Sci (MACS)
Prof G Hogg, Deputy Principal (External Relations)
Prof A Kaka, Vice-Principal (Dubai) (via Skype)

Prof R MacIntosh, Head, Management & Languages (SML)
Prof S McLaughlin, Head, Eng. & Physical Sciences (EPS)
Mr A Menzies, Director of Finance
Prof G Pender, Head, The Built Environment (SBE)
Prof J W Sawkins, Deputy Principal (Learning & Teaching)
for minute items 61, 62 and 71

Present also:

Mr Mark Adderley, Director of HRD (for minute items M15/67 and M15/68.2)

Mr R McGookin, Director of Planning
Ms L Kirkwood-Smith, (Clerk to the UE)

Apologies:

Prof D Hand, Interim Deputy Principal (Research & KE)
Mr A Kitchin, Joint Head, Edinburgh Business School (EBS)

Prof P Morris, Act. Head, Life Sciences (SLS)
Prof F Waldron, Head, Textiles and Design (TEX)

M15/56 WELCOME AND ANNOUNCEMENTS

The Chair welcomed Mr Mark Adderley, Director of HRD, who attended to present the following two items:

- Bi-annual report from Human Resources Development (Paper UE/15/49); and
- iHR Post Implementation: Internal Audit Review (Paper UE/15/50).

M15/57 MINUTES OF THE PREVIOUS MEETING

The UE approved the minutes of the meeting held on 26 February 2015.

M15/58 ACTION LOG AND MATTERS ARISING

58.1 Action Log

The UE received and noted an Action Log report relating to the meeting held on 26 February 2015.

58.2 Matters arising

Ref: M15/39 The UE noted that the governor report on the visit to the Dubai and Malaysia Campuses had been presented at the March 2015 meeting of the Court; however, there had been no discussion. The full report, complete with agreed management responses, would be discussed at the Court Away Day on 11 May 2015. It was recommended by a UE member that space be provided at the UE Away Day for discussion on the University Executive's collective response to the recommendations.

It was noted that there will be an opportunity at the May 2015 meeting of the UE for strategic discussion on future development options for the Dubai and Malaysia Campuses, as recorded in minute item M15/40.

M15/59 BUSINESS REPORTED BY THE CHAIR

There was no business reported by the Chair, other than that relevant to other items included in the agenda.

M15/60 CONSULTATIONS AND PUBLICATIONS LOG (Paper UE/15/43)

The UE received and noted a Consultations and Publications Log which reported on current consultations with a deadline date for responses up until March 2015 and recently released external publications.

M15/61 REPORT FROM THE DEPUTY PRINCIPAL (LEARNING & TEACHING) (Oral report)

The UE received and noted an oral update from the Deputy Principal (Learning & Teaching). This included confirmation of the highly positive outcome of the University's 2015 Enhancement Led Institutional Review (ELIR). An early draft outcome report from the ELIR team was expected to be received on 27 March 2015. This would confirm the highest possible overarching "effective" judgement.

The Acting Principal conveyed thanks and appreciation on behalf of the UE for the exceptional contributions made to preparations for the ELIR by the Deputy Principal (Learning & Teaching), the Head of Academic Quality and the supporting Academic Registry team.

M15/62 REPORT FROM THE LEARNING & TEACHING BOARD (Paper UE/15/44)

The UE received and discussed a report, presented by the Deputy Principal (Learning & Teaching) on behalf of the Learning & Teaching Board, which related to the meeting of the Board held on 4 March 2015.

The UE discussed recent developments in relation to a Student Union campaign to raise awareness of partly unmet demand for student study space at the Edinburgh Campus. The Secretary of the University and the Acting Principal highlighted the positive nature of communications on the topic with the student representative leaders and confidence in the normal formal and informal communications channels to address the concerns raised. While there was a short term issue to address, simple measures could be identified to alleviate immediate pressures, such as communications which ensure that students are aware of all available student study space within Schools as well as centrally.

It was agreed that Heads of Schools should ensure that their students are aware of all study spaces within Schools.

The UE approved the LTB report for onward presentation to the Senate with the observation that minute paragraph 2.3 of the report on its own did not accurately reflect circumstances and should be revisited.

M15/63 FIVE YEAR FINANCIAL PLAN: DEVELOPMENT UPDATE (Paper UE/15/45)

The UE received and discussed a paper presented by the Acting Principal with a supporting presentation on the developing 2015 Five-Year Financial Plan. The final draft Five-Year Plan would be presented for approval by the Court at its meeting in June 2015.

a) Reserved section: ref section 30, FOI(S)A.

The UE confirmed its endorsement of a proposed three step transitional approach to the re-distribution across Schools of Research Excellence Grant (REG) allocations from the current position in 2014/15 to 2017/18 when the full stepped REG funding will be realised. This approach was designed to support the relevant Schools in financial planning around reduced future REG allocations.

The UE noted the revised model for distribution of REG funding in 2015/16 which had been announced by the SFC. This split REG funding into three categories: a (allocated on volume, quality and a weighting), b (allocated in proportion to non-charity research income received) and c (allocated in proportion to charity income received).

The Acting Principal confirmed that that main purpose of the UE Away Day on 23 April 2015 will be to consider the recommendations that the UE will wish to make to the Court at its May 2015 Away Day. These will centre around the scale, pace and balance of future strategic infrastructure investments. Key proposed infrastructure projects would be presented at the UE Away Day with supporting information including issue or purpose, strategic benefit, risks and costs/income generation estimates. UE Away Day discussion should reflect, inter alia, on the relative importance and urgency associated with the proposed infrastructure projects, and start to determine an appropriate order of priorities. Understanding of project inter-dependencies and the risk environment should also form part of the subsequent wider discussion with the Court.

The UE noted the changed scope of the second phase of the Space Optimisation project. The anticipated report was nearing completion and would confirm space requirements well beyond those estimated at the beginning of the second phase.

The Acting Principal confirmed he had yet to see the report and consequently to have a clear understanding of all the report's underpinning assumptions and how these fit against current planning numbers, identified future infrastructure investments arising from the planning round and the available financial envelope. The Acting Principal advised that he would arrange to meet the Director of Campus Services and the Head of Projects to consider the data in the report as a matter of priority. Thereafter the focus will be on preparation for the UE Away Day (as precursor to the Court Away Day) to support informed joined up discussion on the full "shopping list" of future infrastructure investments.

M15/64 STUDENT RECRUITMENT OVERVIEW

The UE received and noted an overview report on student recruitment for 2015/16 as at mid-March 2015, which was presented by the Director of Planning. The report focused predominantly on the evolution of postgraduate taught course applications, offers and acceptances at the Scottish Campuses which were reported to be significantly positive.

Reserved section: Ref Section 33, FOI(S)A.

M15/65 REPORT FROM THE SECRETARY OF THE UNIVERSITY AND REPORT FROM THE SECRETARY'S BOARD (Paper UE/15/47)

The UE received and noted a report from the Secretary of the University in the form of the Secretary's Board Bulletin dated February 2015 and the report from the Secretary's Board meeting held on 3 March 2015. All items within the Secretary's Board report were presented for information.

The Secretary of the University confirmed that it was intended to present a draft policy on research data management to the April 2015 meeting of the UE for approval.

M15/66 STRATEGIC PROJECTS REGISTER (Paper UE/15/48)

The UE received and noted 'Strategic Projects Register' and 'Strategic Project Proposal Pipeline' reports as at March 2015, which were presented by the Secretary of the University. The report highlighted recent new project additions to the Register. Attention was drawn also to relatively minor presentational changes to the Register. **Reserved section: Ref Section 30, FOI(S)A.**

M15/67 BIENNIAL REPORT FROM HUMAN RESOURCES DEVELOPMENT (Paper UE/49)

The UE received and discussed the most recent bi-annual report prepared by Human Resources Development, which was presented by the Director of HRD.

In addition to an operational update on the work of HRD, the report included workforce statistics, as at January 2015; a report of the new HRD management structure following the recent restructuring exercise; statistics on University-wide progress with the 2015 PDR exercise; and a report on appointments made in terms of Ordinance 16.

It was requested that 'workforce statistics' reported in the future should include a campus split against

the staff FTE count. The Director of HRD agreed also to investigate the feasibility of statistics which will enable monitoring of 'academic' contract staff numbers on a regular basis.

The UE discussed the potential impact of National Insurance contract out arrangements from 2016 and changes to both USS and Lothian Pension Scheme benefits. It was anticipated that the effect of the changes will be to influence individuals' retirement plans, for example, to delay individuals' retirements or to generate greater interest in flexible retirement options. It was agreed that the Director of HRD and the Director of Finance should give further consideration to the information that should be provided to staff (e.g. through workshop events) on the externally driven changes and what this means for individuals in terms of their options and choices. It was agreed that Schools and Professional Services should be provided with information on the options open to staff, advice on what and how to impart information to staff, and encouraged to consider the potential impact of the changes on their longer term workforce planning.

The UE noted a report of 'Academic Promotions, Appointments and Leavers', made in terms of *Ordinance 16: Appointment of Academic Staff, Professional Services Staff and of the Librarian* (presented as Appendix 4). The report covered the period 1 August 2014 to 28 February 2015. It was noted, in accordance with the terms of the Ordinance, the University Executive should report all such appointments made to the Senate and the Court.

M15/68 INTERNAL AUDIT REPORTS (Paper UE/15/50)

68.1 Debt Collection

The UE received and noted a report from the Internal Audit on a review of Debt Collection. The UE endorsed the proposed management responses to each recommendation and noted that the report would be presented to the Audit and Risk Committee at its next meeting in April 2015.

68.2 iHR Post-implementation

The UE received and noted a report from the Internal Audit on a review of the iHR system implementation. The UE endorsed the proposed management responses to each recommendation and noted that the report would be presented to the Audit and Risk Committee at its next meeting in April 2015.

It was noted that no areas of recommendation had been assessed as high risk. The system password security issue which had been raised at an earlier meeting of the UE was among the identified issues being acted on.

It was noted that there was scope for future development of the system, for example, to record instances of business leave or other HR processes which might require shadow systems to iHR. It was noted that awareness should be maintained of future iHR development needs; inevitably, however, these would need to be considered alongside other IT development priorities. The Secretary of the University advised that it would be helpful to survey the experiences of other universities with the same HR system to see what can be learned from elsewhere about system developments beyond core functionality.

68.3 Fundamental Financial Controls

The UE received and noted a report from the Internal Audit on a review of Fundamental Financial Controls. The UE endorsed the proposed management responses to each recommendation and noted that the report would be presented to the Audit and Risk Committee at its next meeting in April 2015.

M15/69 REPORT FROM THE DEPUTY PRINCIPAL (EXTERNAL RELATIONS) (Oral report)

The UE received and noted brief oral updates from the Deputy Principal (External Relations) on the following:

- establishment of a project group focused on future options for the relationship between Heriot-Watt and West London College. This was relevant to changes to Home Office regulations which were reported to the UE earlier in the year. The Deputy Principal agreed with a suggestion from the Head of the School that a representative of SML should be included in the membership of

- the project group;
- preparations towards submission of Athena SWAN Bronze Award applications on behalf of the School of MACS and the School of EPS; and
- notification that a first meeting of the HWUM Transitional Management Support Group had been held.

Reserved section. Ref Section 30, FOI(S)A.

M15/70 REPORT FROM THE INTERNATIONAL STRATEGY BOARD (Paper UE/15/52)

The UE received and noted a report from the International Strategy Board which related to the meeting of the Board held on 19 February 2015. All items within the report were presented for information.

M15/71 ENTRY TO HWUM FOUNDATION PROGRAMME (Paper UE/15/54)

Reserved section: ref section 30, FOI(S)A.

M15/72 REPORT FROM THE DEPUTY PRINCIPAL (RESEARCH & KT) (Paper UE/15/55)

The UE received and noted a report which was presented by the Director of Planning on behalf of the Interim Deputy Principal (Research & KE).

The Acting Principal provided the UE with an oral update on the outcomes of the meeting reported under item 1 of the report. **Reserved section (Ref Section 30, FOI(S)A).**

M15/73 REPORTS FROM SCHOOLS AND DUBAI / MALAYSIA CAMPUSES (Oral reports)

The UE received and noted oral updates from the Vice-Principals Dubai and Malaysia and the Heads of School who were present.

73.1 Report from Heriot-Watt University Malaysia (HWUM) (Paper UE/15/53)

The UE received and noted a regular report on the Malaysia Campus which was presented by the Vice-Principal (Malaysia). The report provided updates on student recruitment (April 2015 intake), new academic staff appointments for academic year 2015/16, Professional Service appointments and the status of academic programme approvals.

The report included a summary of current key risks. These had been discussed at the March 2015 meeting of the Transitional Management Support Group and the HWUM Board of Directors and reflected the outputs of both meetings. It was noted that there were two areas of high short term operational risk although the long term risk is low (when using the standard risk descriptors). The Acting Principal and the Deputy Principal (External Relations) accepted that, while it might be appropriate for the gross risk of Risk 2 in the report to be set at red, it was a matter of differing opinion whether the net risk was red and the risk was increasing, given the range of mitigation measures currently being undertaken. It was agreed that this was a matter for more detailed discussion outside of the meeting.

Reserved section: Ref Section 30, FOI(S)A.

M15/74 DUBAI CAMPUS EXECUTIVE COMMITTEE: TERMS OF REFERENCE (Paper UE/15/57)

The UE received and noted Terms of Reference for the Dubai Campus Executive Committee which were presented by the Secretary of the University on behalf of the Committee for approval. The Terms of Reference, which had been approved by the Committee at its meeting in February 2015, had been amended in the context of the agreed annual process of review and update.

As the University Executive had become inquorate at the point at which this item was taken, it was agreed to seek UE approval by correspondence following the meeting. *(Addendum: approval was sought by correspondence with approval confirmed on 27 March 2015. No recommendations for*

further change were made).

M15/75 EGIS CHANCE PROGRAMME PROJECT BOARD: TERMS OF REFERENCE (Paper UE/15/58)

The UE received and noted Terms of Reference for the School of Energy, Geoscience, Infrastructure and Society (EGIS) Change Programme Project Board. The UE was asked to endorse revisions to the Board Terms of Reference made since the Terms of Reference were presented for approval at the February 2015 meeting of the UE.

As the University Executive had become inquorate at the point at which this item was taken, it was agreed to seek UE approval by correspondence following the meeting. *(Addendum: approval was sought by correspondence with approval confirmed on 27 March 2015. No recommendations for further change were made).*

M15/76 DATE OF NEXT MEETING

The UE noted that the next meeting – the spring ‘Away Day’ will take place on Thursday 23 April 2015.

It was noted that the Head of the School of EPS and the Deputy Principal (Research & KE) would be unable to attend on the above date. It was agreed that further consideration would need to be given to plans for the Away Day including whether a change of date will be necessary.

Signed

Date