

**Ct1 – 4 October 2004****Court****Minutes**

In the Chair: Mr Gavin Gemmell

Date of Meeting: 4 October 2004

Present also: Principal John Archer  
Mr James Alexander  
Professor Brian Austin  
Mr Graeme Bissett  
Mr Michael Breaks  
Mr David Brew  
Professor Bob Craik  
Mr David Guest  
Professor Paul Hare  
Professor Jim Howie

Ms Moyra Kedslie  
Ms Janet Lowe  
Mrs June Maxwell  
Dr Judith McClure  
Mr Ray Perman  
Professor John Simmons  
Dr Ian Steel  
Mr Ed Weeple  
Mr David Woods  
Dr Stan Zachary

In attendance: Professor Denis Hall, Deputy Principal (Research)  
Professor Brian Smart, Deputy Principal (Educational Development)  
Professor Alan Prior, Dean of the University  
Professor Brian Wherrett, Dean of the University  
Mr Peter Wilson, Secretary of the University  
Mr Kevin Mallett, Group Financial Controller  
Mr Peter Kerr, Director, Estate & Building Services  
Mr Richard McGookin, Director of Planning  
Mrs Mairi Thornton, Director, CAMS  
Dr Roger Wardman, Acting Head, School of Textiles  
Mr Stefan Kay, Director of Campus Services, Scottish Borders Campus  
Mr Alastair Hood, Assistant Secretary

Mr Lawrence Cox, Eildon Housing Association  
Mr David Gass, Chief Executive, Scottish Enterprise Borders  
Mr Terry Hawkins, Vice President (Galashiels) Students Association  
Mr David Hume, Chief Executive, Scottish Borders Council  
Mr Bob Kay, Chairman, Board of Management, Borders College  
Mr Stephen Phillips, Burness, WS

Dr Victor de Lima, University Health Service Physician (for item 5)

1 **APOLOGIES**

Apologies for absence were intimated from The Rt Hon The Lord Mackay of Clashfern, Dr Clark, Professor Eilbeck, The Hon Lord Johnston, Mr Maguire, Mr Muirhead, Ms Savage and Councillor Scobbie.

2 **WELCOME**

The Chairman, on behalf of the Court, welcomed to the meeting the representatives of Borders New Ways Partnership, present for item 2 below, together with newly appointed members of the Court and the Vice President (Galashiels) of the Students Association, Mr Hawkins.

3 **SCOTTISH BORDERS CAMPUS**

Arising from discussion at the meeting of the Court on 28 June 2004, and previous meetings, the Court received a paper setting out recommendations to the Court by the Planning & Management Executive reflecting inter alia reports relating to three joint working groups with Borders interests, and the bilateral Strategy Working Group between the University and Borders College. The Court received presentations on each of the working groups' areas of concern: development of a centre of excellence in education and research in textiles; the creation of a sustainable platform for the provision of Further and Higher Education in the borders; and the development of the Borders Campus, including infrastructure and residential provision. The third of these issues was the subject of proposals by Borders New Ways Partners, and the Court received information on the legal and structural basis of a development Company, to be jointly owned by the University, Borders College and Scottish Borders Council, which was proposed by the Borders New Ways Partners as a vehicle for managing the development.

## Ct1 – 4 October 2004

In the course of discussion with the New Ways Partners, the following were among the issues raised:

- the extent of funding support from SFEFC would be a significant consideration in assessing the collaborative scenario with Borders College
- the provision of student residences, now put forward in the context of the wider campus re-development proposals, could also be considered independent of those proposals
- how the University treated its assets would be a matter for decision by the Court, but would require to be based on a sound business plan
- notwithstanding the intention asserted by the Borders New Ways Partners of reduced campus costs to the University (and Borders College) deriving from the development proposals, concern was expressed by the University (and College) that the proposals could entail an increase in revenue costs
- the University would hope for a short timescale in relation to confirmation of the extent of commitment by the various contributing parties, including the Scottish Borders Council

After the withdrawal of the New Ways Partners representatives, the Court discussed the position, noting *inter alia* the following points:

- the Eildon Housing proposal regarding residences placed a new complexion on the issue of the possible relocation from the Campus of all or part of the School of Textiles & Design
- fundamental staff and student recruitment challenges associated with pursuing Textiles and Design in the Borders location would remain; the University would require to make a judgement as to the sustainability of the activity for at least the duration of the build time and the contract for residential provision (13 years)
- all the funding sources cited in the presentations should be thoroughly interrogated, as their resources were likely to be over-subscribed
- the current bilateral discussions between the University and Borders College should be continued and developed
- much would depend on the shape of the financial proposition finally emerging from the interrelated factors
- a robust business case based on a thorough investigation of the complicated background issues would be required to underpin the University's eventual course of action
- very limited further University resources could be made available
- the concept of co-location held advantages for the Borders area, and was also important to the University's concerns; and was proceeding already
- the risks associated with the relocation of the School of Textiles and Design to the Edinburgh Campus were presently unacceptable

The Court agreed, in relation to the recommendations of the PME:

- that the School of Textiles & Design should remain at the Scottish Borders Campus, subject to the achievement of a satisfactory solution for the provision of new student residences
- that co-location and co-operation with Borders College be supported and pursued as part of the overall solution, as positive means of promoting higher and further education in the Scottish Borders and of reducing running costs
- that the proposals for the solution of the residences issue be pursued with Eildon Housing towards firm and costed plans
- that options for campus development, including that presented by the New Ways Partnership, should be explored more closely and that outline Business Plans should be prepared as appropriate
- that University management pursue the above strategy and objectives and report further to the Court on progress

#### 4 OBITUARY (Agenda Paper 5)

Noted an obituary notice relating to Professor Anna MacLeod – professor emeritus of Brewing and an honorary graduate of the University (DSc 1993).

#### 5 UNIVERSITY HEALTH SERVICE ANNUAL REPORT (Agenda Paper G)

The Court received and noted with appreciation the thirtieth annual report of the University Health Service together with observations by Dr de Lima on the unwelcome financial impact of the new General Medical

## Ct1 – 4 October 2004

Services contract, and measures taken to counter these. New procedures had also been set in place and publicised for 24 hour access to medical care. The Chairman, on behalf of the Court, thanked Dr de Lima and his colleagues for their service to the University and local community evidenced in the report.

### 6 MINUTES

The Minutes of the meeting of the Court held on 28 June 2004 were approved.

### 7 MATTERS ARISING FROM THE MINUTES

#### 7.1 Directorship of Finance

It was reported that interviews to reduce the list of candidates to two would be held towards the end of October.

#### 7.2 Oracle Finance System

It was reported that some initial difficulties had been encountered on the live implementation of the new system but that these were being progressively resolved. The Audit Committee had also received a report on the implementation and had taken the view that the problems were manageable and posed no material risk.

### 8 COMMUNICATIONS FROM THE PLANNING & MANAGEMENT EXECUTIVE (Agenda Paper C)

The Court received information and briefing from the Principal on the following topics:

- Restructuring of Edinburgh Conference Centre and establishment of Heriot Watt Services
- Elections to Senate Council
- End of Year Accounts 2003-04  
Subject to Audit, the University's surplus for the year was likely to be £1.572m. This was close to budget and represented a good result for the University attributable to significant efforts by staff across the University. Sustained effort would be required to realise in future the level of surplus needed for investment.
- Student Numbers  
The University appeared to be on track to achieve budgeted student numbers, with growth focused on overseas numbers.
- Freedom of Information  
An important milestone had been reached on the way to compliance with the Freedom of Information (Scotland) Act with the publication on the web on 1 September 2004 of the University's Freedom of Information Publication Scheme containing direct links to key University information. The Court commended the efforts of the project team whose work had led to this satisfactory outcome.
- Sunday Times University Guide  
The University had climbed 21 places over the last 2 years in the league table of 119 institutions figuring in the Guide, and now stood in 35<sup>th</sup> position.
- Science Research Infrastructure Fund Round 3 2006-2008  
Institutional proposals should be made by May 2005.
- Pooling of Research Resources for Enhanced Competitiveness  
SHEFC had given in-principle support to the pooling of resources across Scotland in Physics and in Chemistry to achieve the critical mass necessary to compete on a UK and international basis. Decisions on a proposal for an Edinburgh Research Partnership, submitted by Heriot-Watt University and the University of Edinburgh, would be made after the Scottish Executive's spending review.
- Public Information on Quality  
Information on quality measures, in a form relevant to the distinctive features of Scottish higher education, was to be published on the Higher Education and Research Opportunities (HERO) website under the heading Teaching Quality Information.

## Ct1 – 4 October 2004

- Merger of Funding Councils  
The merger of SFEFC AND SHEFC appeared to be yielding satisfactory outcomes for the two sectors.
- Spending Review  
Initial assessment of the Review indicated that it offered a good settlement for the next three years.

## 9 ESTATE STRATEGY COMMITTEE REPORT (Agenda Paper D)

## 9.1 Annual Report

- Noted the annual report of the Committee
- Noted the Committee's emphasis on issues relating to performance indicators
- Noted issues for the future identified in the report

## 10 STAFFING STRATEGY COMMITTEE REPORT (Agenda Paper E)

The Committee had noted information and agreed on action on the following matters at a meeting held on 6 September 2004.

## 10.1 Catering &amp; Residences/Edinburgh Conference Centre

- Noted recruitment of a general manager for the Edinburgh Conference Centre.

## 10.2 Staff Survey Action Plan

- Noted the outcomes of the first meeting of the Action Forum established to address issues raised in the Survey.

## 10.3 Financial Procedure

- Noted the ongoing revision of procedures, to include mediation as a compulsory element at an early stage.
- Agreed to move towards a common procedure for all staff subject to agreement with union representatives.

## 10.4 SHEFC Institutional Visit

- Noted that Human Resources strategy would be among topics to be addressed during the visitation on 15 November 2004.

## 10.5 Capability Policy

- Agreed to recommend to the Court approval of a policy document on this topic, subject to confirmation of the extent of involvement by the Human Resources adviser to be stipulated.
- Court approved the policy document as set out in Appendix A to the agenda paper.

## 10.6 Disclosure of Information about Students

- Received guidelines on the disclosure of information about students to be adopted as policy.
- Agreed to recommend to the Court approval of the policy.
- Court approved the policy document as set out in Appendix B to the agenda paper.

## 10.7 Policy on Admission of Ex-Offenders as Students

- Received a draft policy on the admission of ex-offenders as students.
- Agreed to recommend to the Court approval of the policy.
- Court approved the policy document as set out in Appendix C to the agenda paper.

## 10.8 Development of Policies

## Ct1 – 4 October 2004

- Noted that developments in the terms of policy documents, taking account of experience in their application, would be progressively incorporated subject to the appropriate approvals.

## 11 COURT EMERGENCY COMMITTEE REPORT (Agenda Paper F)

## 11.1 Academic Promotions Board – Senior Promotions

- Noted the approval by the Committee, on behalf of the Court, of recommendations for promotions to take effect from 1 August 2004, as set out below.

<b>Name</b>	<b>School/Institute</b>	<b>Promotion to</b>
Professor C MacBeth	Petroleum Engineering	Professor (from Professorial Fellow)
Dr I Galbraith	Engineering and Physical Sciences	Professor
Dr R Szabo	Mathematical and Computer Sciences	Professor
Dr C Grant	Management and Languages	Professor
Dr D Adams	Engineering and Physical Sciences	Reader
Dr G Lord	Mathematical and Computer Sciences	Reader
Dr W Nutt	Mathematical and Computer Sciences	Reader
Dr S McDougall	Petroleum Engineering	Reader
Ms I Perez	Management and Languages	Senior Teaching Fellow
Dr J Wells	Mathematical and Computer Sciences	Senior Research Fellow

## 12 HEALTH &amp; SAFETY REPORT (Agenda Paper H)

- Noted the report of the Chair of the Occupational Health & Safety Committee and the University Safety & Risk Adviser.
- Noted that a numeric increase in reported accidents stemmed from more comprehensive reporting of minor accidents.
- Noted that remedial action in respect of fire alarm activations had been implemented in terms of improved supervisory staffing levels.

## 13 HE FEES AND FUNDING (Agenda Paper I)

- Noted a summary of current and expected future arrangements for student fees, student support and related HE funding issues across the UK.
- Noted that the obligation on Scottish students to contribute after graduation to the Graduate Endowment was an element of the Scottish fee regime and was not part of the taxation system.

## Ct2 – 13 December 2004

**Court****Minutes**

In the Chair: Mr Gavin Gemmell

Date of Meeting: 13 December 2004

Present also: Principal John Archer  
Mr James Alexander  
Professor Brian Austin  
Mr Graeme Bissett  
Mr Michael Breaks  
Mr David Brew  
Professor Bob Craik  
Professor Chris Eilbeck  
Mr Steven Findlay  
Mr David Guest  
Professor Paul Hare

Professor Jim Howie  
The Hon Lord Johnston  
Mr Jim Maguire  
Mrs June Maxwell  
Mr Andrew Muirhead  
Mr Ray Perman  
Professor John Simmons  
Dr Ian Steel  
Mr Ed Weeple  
Mr David Woods  
Dr Stan Zachary

In attendance: Professor Denis Hall, Deputy Principal (Research)  
Professor Andy Walker, Deputy Principal (Resources)  
Professor Alan Prior, Dean of the University  
Professor Brian Wherrett, Dean of the University  
Mr Peter Wilson, Secretary of the University  
Mr Kevin Mallett, Group Financial Controller  
Mr Peter Kerr, Director, Estate & Building Services  
Mr Richard McGookin, Director of Planning  
Mr Stefan Kay, Director of Campus Services, Scottish Borders Campus  
Mr Alastair Hood, Assistant Secretary

14 APOLOGIES

Apologies for absence were intimated from The Rt Hon The Lord Mackay of Clashfern, Dr Clark, Dr Kedslie, Ms Lowe, Dr McClure, Ms Savage and Councillor Scobbie.

15 MINUTES

The Minutes of the meeting of the Court held on 4 October 2004 were approved.

16 MATTERS ARISING

16.1 Scottish Borders Campus

It was reported that, since the date of the last Court meeting, there had been useful discussions between the officers of the University and the other interested parties, including the Funding Councils. These discussions were based on the University's desire in principle to achieve a successful co-location with the Borders College, and an agreed solution to the student accommodation issue. The University would require to be in a financial position to maintain the School of Textiles and Design at the Scottish Borders Campus. These issues were however still unresolved.

The Secretary of the University and the Vice-Principal outlined the progress made towards bringing forward detailed proposals in relation to the co-location and student accommodation developments on the Campus. In relation to the residential accommodation development, it was noted that the University, Eildon Housing, Scottish Enterprise Borders and Scottish Borders Council had agreed to share equally expenditure of some £100k required to bring forward a detailed scheme for the provision of residence accommodation. It was anticipated that this sum could be recovered within the financing of the finally agreed arrangements. It was noted that continued pressure would be required if progress was to be maintained

In relation to the co-location plan, it was noted that, following the meeting of the Funding Councils' Property and Capital Investment Committee attended by the University and College on 3 December, the next major decision point was a meeting of the full Further Education Funding Council on 10 February 2005. This should determine the extent of the Council's support. Fuller information on EU and other funding sources might be available by around the same time

The issue for the Court in relation to co-location was that of transfer of certain real estate assets and the related consideration, and the need for satisfactory mechanisms regarding the ownership of the Campus. The risks associated with the proposals as finally presented would require to be assessed at that stage. In the interim land agents and legal teams for the various parties would investigate the technical aspects of transfer of assets.

In discussion, the attention of members focussed on the revenue implications for the University and the need for assurance on the viability, in terms of business planning, of the arrangements being negotiated.

In view of the timescale, it was agreed that the Court Emergency Committee, in concert with the Finance and Estate Strategy Committees, should consider the scenario prior to the F E Funding Council's meeting on 10 February 2005, to permit the University to confirm in writing to the Funding Council its willingness in principle to proceed with co location on the agreed terms and conditions.

#### 16.2 Directorship of Finance

It was reported that agreement had been reached with a candidate who would join the University in mid-January 2005, subject to a formal exchange of letters.

#### 16.3 Edinburgh Conference Centre and Heriot Watt Services

It was reported that two separate companies had been established and a general manager identified for each. A new staffing structure was being introduced which had been discussed by staff and the relevant unions and which included the protection afforded by legislation on the transfer of undertakings (TUPE).

### 17 COMMUNICATIONS FROM THE CHAIRMAN OF COURT

#### 17.1 Graduation and other events

The Chairman reported on his attendance at several University-related events both internal and external, which had testified to the vigour of the University and its engagement with the community; and referred in particular to the graduation ceremonies in November.

#### 17.2 Borders College

The Chairman had sought to foster the good relationship already established with Borders College in discussion of matters of mutual interest with the Chairman of the Board of Management of the College, Mr Bob Kay. It was important that staff of both institutions appreciated that decisions on the future relationship of the College and the University would be reached on the authority and responsibility of the governing bodies.

### 18 COMMUNICATIONS FROM THE PRINCIPAL AND THE PLANNING & MANAGEMENT EXECUTIVE (Agenda Paper A)

The Court received information and briefing from the Principal on the following topics:

- Policy Development

This was pursued in partnership with the main committees of the Court (cf Minute 24.1 below)

- Student Numbers 2004/5

Overall the University had once again grown year on year with significant growth of part-time undergraduate and taught postgraduate study. Aggregate undergraduate overseas-fee numbers had not reached budgeted levels, and the financial consequences were being addressed in the current planning round. The Principal thanked all involved in achieving the good progress in recruiting in the difficult subject areas of Science and Engineering.

- Structure of the Academic Year

- International Centre for Island Technology

## Ct2 – 13 December 2004

- November Graduations
- International Review of Engineering Research

The University had been visited as part of the EPSRC and Royal Academy of Engineering review of engineering research capability in the UK.

- Guide for Members of HE Governing Bodies

This document, prepared by the Committee of University Chairmen had been updated and published. The Audit Committee would undertake the process of identifying and monitoring benchmark comparators. The issue of total numbers of Court members was already under review.

- SHEFC Institutional Visit

The visit, with the stated purpose of promoting dialogue about the expectations and progress of the University, had elicited approving comment from the Council. The Principal thanked all participants, and particularly the student representatives, whose unsolicited praise for the University was especially gratifying.

- Review by Funding Council of Institutions' Strategic Plan Forecasts 2003-2007
- Pay Structure Modernisation
- Research Policy

Two research pooling plans among Scottish Institutions in the areas of Physics (SUPA) and of Chemistry (ScotCHEM) had been approved by the Funding Council, the Department of Trade & Industry and the Office of Science & Technology and would receive £6.9m and £9m respectively from SHEFC. The Council's decision on the Edinburgh Research Partnership was expected in early 2005.

- Science Research Infrastructure Fund (SRIF3)
- Transparent Approach to Costing (TRAC)
- Recent Government Appointments
- External Publications

Recently published documents included:

- 1) Joint report by Universities UK and the Standing Conference of Principals entitled 'Measuring and Recording Student Achievement' and a discussion paper, within the QAA framework of enhancement-led appraisal, on the enhancement theme of Assessment.
- 2) A five-year programme published by the Department of Trade & Industry entitled 'Creating Wealth from Knowledge' and with an emphasis on strengthening international science and technology links.
- 3) Scottish Executive publication 'A Smart Successful Scotland', offering strategic direction to the Enterprise Networks and an enterprise strategy for Scotland.

### 19 COMMUNICATIONS FROM SENATE COUNCIL (Paper B)

#### 19.1 Modified procedures for leave of absence and sabbatical leave

The Court noted modified procedures, approved by the Senate Council, enabling the delegation to Heads of Schools of responsibility for approval of such leave.

#### 19.2 Approval of leave of absence

The Court noted the approval by Principal & Deans Committee, acting on behalf of the Senate Council, of applications for leave of absence by Professor G Pender and Dr A Burger.

## 19.3 Conferment of Honorary Titles

The Court noted the approval by the Principal & Deans Committee, in accordance with the appropriate Ordinances, of the following honorary appointments:

<u>Name</u>	<u>Title</u>	<u>School</u>	<u>Term of Appointment</u>
Mr R Binnie	Honorary Professor	Built Environment	Three years from 1 August 2004
Professor C Buckberry	Honorary Professor	Engineering and Physical Sciences	Further three years from 1 August 2004
Professor W R D Cantley	Honorary Professor	Built Environment	Further three years from 1 August 2004
Professor T Chadwick	Honorary Professor	Management and Languages	Further three years from 1 August 2004
Dr I Collins	Honorary Professor	Petroleum Engineering	Three years from 1 August 2004
Professor D Geldart	Honorary Professor	Engineering and Physical Sciences	Further two years from 1 August 2004
Mr D H Guest	Industrial Fellow	Engineering and Physical Sciences	Three years from 1 August 2004
Mr A MacLeary	Honorary Professor	Built Environment	Three years from 1 August 2004
Professor W Muller	Honorary Professor	Engineering and Physical Sciences	Further three years from 1 August 2004
Mr W Nicoll	Honorary Lecturer	Management and Languages	Further three years from 1 August 2004
Professor W D Pennington	Honorary Professor	Petroleum Engineering	Three years from 1 August 2004
Professor A Rutherford	Honorary Professor	Life Sciences	Further year from 1 August 2004
Dr M R Steel	Honorary Senior Lecturer	Engineering and Physical Sciences	One year from 1 August 2004
Dr M Tayeb	Honorary Reader	Management and Languages	Three years to 31 July 2007
Dr J Truscott	Honorary Professor	Management and Languages	Three years from 1 August 2004
Dr F J Villarreal-Saucedo	Visiting Lecturer	Engineering and Physical Sciences	Further three years from 1 August 2004.

## 19.4 Academic Promotions

The Senate Council had noted the promotions recorded in Minute 11.1 of the meeting of the Court on 4 October 2004.

**Ct2 – 13 December 2004**

19.5 Honorary Degrees

The Court noted that the Honorary Degrees Committee, with the full delegated authority of the Senate, had approved the award of honorary degrees to the undernoted individuals at the ceremonies indicated below:

November 2004 - Dr T Pearse Lyons, Alltech Biotechnology Centre, Kentucky, USA. DSc

July 2005 – The Rt Rev G H Cassidy, Bishop of Southwell. DLitt.

In terms of paragraph 6.3 of Regulation 15, the Committee agreed that Professor P W Jowitt should present Dr Pearse Lyons for his award.

19.6 Disciplinary Procedures for the use of Wardens and Residence Security Patrol Officers

The Court noted that the Principal & Deans Committee had approved procedures, developed by the Academic Registrar in consultation with appropriate staff and the Discipline Committee, for introduction from 1 December 2004.

19.7 Guidelines for dealing with Student Discipline Cases

The Court noted that the Principal & Deans Committee had approved guidelines to be introduced from 1 December 2004. Both the Guidelines and the Procedures noted in Minute 19.6 above would also be referred to the Ordinances & Regulations Committee.

19.8 Revision to Ordinance 37, Approved Teachers and Approved Tutors

The Court approved the recommendation of the Senate Council that paragraphs 6.6 and 7.5 of Ordinance 37 be amended to reflect the fact that the University was not required to provide training for off-campus teachers/tutors who were employed at Approved Support Centres, nor to require such persons to undertake training registered by the University.

19.9 Revision to Ordinance 9, Student Discipline

The Court approved the recommendation of the Senate Council that Ordinance 9 be amended to take account of the procedures and associated guidelines on discipline cases approved by the Principal & Deans Committee on behalf of the Senate Council (cf Minutes 19.6 and 19.7 above).

19.10 Revision to Ordinance 17, Duties of Academic Staff

The Court approved amendments to Ordinance 17 taking account of revised procedures relating to leave of absence and sabbatical leave for academic staff (cf Minute 19.1 above).

19.11 Review of Structure of Academic Year

The Court noted that discussions were continuing across the University's Committees and Boards, including detailed consideration of the processes required to effect changes to the structure of the academic year.

20 AUDIT COMMITTEE – ANNUAL REPORT (Agenda Paper C)

The Court received and noted with satisfaction a report on the operation of the Audit Committee for the period January 2004 to December 2004, including a summary of the annual report of the Internal Auditors, Deloitte & Touche, and the report of the External auditors for the year to 31 July 2004.

It was reported in response to a question, that the issue of overpayments to the University by SAAS was being actively pursued by the Finance Office.

21 ESTATE STRATEGY COMMITTEE – REPORT (Agenda Paper D)

The Court received and noted information on topics discussed at the most recent meeting of the Committee as follows:

- Park & Ride Facility
- Scottish Borders Campus Innovation Centre
- SRIF Bids
- Role of Committee
- Scottish Borders Campus Residences
- Maclaurin Building
- SRIF2 Projects
- Scott Russell Building
- Signage
- Press Coverage of Campus Development Plan
- Security Issues
- Quality Enhancement
- Infrastructure Investment to Reduce Expenditure

Noted in relation to the Maclaurin Building the proposal, to be pursued with Planning & Management Executive, that a comprehensive guidance note should be developed on the structure and processes to be adopted, and the nature and extent of advice to be sought, when undertaking capital projects, including full assessment at the outset of the risks involved.

## 22 FINANCE COMMITTEE (Agenda Paper E<sub>1</sub>)

The Court received information on the following topics arising from meetings of the Committee on 11 October and 22 November 2004

### 22.1 Arrangements with the International Centre for Mathematical Studies (ICMS)

The Committee had noted a draft of arrangements for the financial administration of ICMS within Heriot-Watt University. Control issues relating to financial management and budgeting would be addressed within the financial regulations of Heriot-Watt University. Internal control measures would be subject to the supervision of the Board of ICMS, a joint body between Heriot-Watt and Edinburgh University.

### 22.2 Edinburgh Business School

Noted that agreement had been reached that 29% of EBS defined revenues be transferred to the University.

Noted that the financial outturn for the School would require scrutiny by the University in the context of budgeting and the submission of reliable figures to SHEFC.

### 22.3 Sports Academy

Noted that the Sports Academy was fully operational with academic and sporting use, and timely receipt of rental income from Heart of Midlothian.

Noted that no further communication had been received from the receiver for the original contractor.

Noted that the Sports Academy, in its context of future development relating to the Sports Village, was contributing to the University's successfully meeting its quota of student numbers by the enrolment of high quality students in science-based categories.

**Ct2 – 13 December 2004**

## 22.4 Interactive University

Noted that the circumstances and prospects of the Interactive University were continuing to be more positive.

Noted that provisions by the University fully covered the obligations of the Interactive University to the University, deferred by agreement for six months, and that income was recognised only on receipt.

Noted that Robert Gordon University had enrolled as a participating institution

## 22.5 Scottish Borders Campus

Noted that, on the basis of the decision of the Court in October and its proviso regarding provision of student accommodation to support the retention of Textiles at Scottish Borders Campus, Eildon Housing were investigating the position in more detail.

Noted that the Vice-Principal and a Working Group were continuing to pursue issues of space usage and ownership in the broader perspective of co-location, but to a rather longer timescale.

## 22.6 Management Accounts

Noted a consolidated surplus of £1001k in the three months against a budgeted surplus of £870k.

Noted the provisional nature of the figures due to lack of robust supporting data.

Noted a higher level summary spreadsheet (Appendix A to Agenda Paper E<sub>1</sub>) giving a broad indication of the health of the University and subsidiaries.

Noted that the principal issues relating to the delayed implementation of the full Oracle suite were the backlogs in processing transactions, the lack of adequate reporting and the inability to monitor cashflow at a particularly volatile period of the year.

Noted that the necessary remedial action had been identified together with a programmed approach to its implementation and a statement of the necessary staffing input; and these would be brought to the attention of University management.

## 22.7 Oracle

Noted a progress report on the extent of successful implementation of the Oracle financial system.

Noted that the underlying reporting function was not yet furnishing the data required for effective management of current programmes and the operation of the planning round.

## 22.8 Fees Schedule 04-05

The Committee had received and noted a schedule of fee rates for the academic year 2004-05 based on an increase for overseas students of 4%. Home/EU fees were broadly in line with government advice with marginal variation.

On the recommendation of the Committee, the Court approved these increases and resultant fees.

## 22.9 Annual Financial Accounts

In a joint meeting with the Audit Committee, the Committee had received draft annual accounts and financial statements for the year ended 31 July 2004; a report on audit results for the period prepared by the external auditors Ernst & Young; and recommendations to management, together with actions thereon agreed with management.

The Committees noted the audit results and the unqualified opinion of the Auditors on the draft accounts, together with the issues raised in the management letter.

The Committees agreed to recommend to the Court approval of the Financial Accounts (cf Minute 23 below).

## 23 FINANCE COMMITTEE ANNUAL REPORT (Agenda Paper E<sub>2</sub>)

The Court received and noted the annual report of the Finance Committee, accompanying the submission for approval of the annual accounts to 31 July 2004.

The Convener, Mr Bissett, referred in introducing the report to the surpluses recorded in the past two years which were forecast to be maintained in the forthcoming period. This had been and would be supported by closely managed cashflow and debt levels. The Schools had been successful both in terms of academic and financial performance. The Committee had given particular attention to four areas of potential difficulty all of which showed evidence of improvement, namely:

- governance and financial relationships with Edinburgh Business School and the Interactive University
- the management of the contract for the Sports Academy
- the development and implementation of the new Oracle financial management system

The Committee would continue to monitor the progress of the Oracle project and to prosecute work in progress in relation to the Scottish Borders Campus and the discrete development of Catering & Residences and Edinburgh Conference Centre. Mr Bissett paid tribute to the efforts of the finance office staff, and of Mr Mallett in particular, in meeting the challenges posed by the implementation of Oracle in addition to their routine professional obligations.

The Court agreed, after elucidation of certain points of detail, to approve the draft accounts and financial statements for signature and submission to SHEFC.

## 24 STAFFING STRATEGY COMMITTEE – REPORT (Agenda Paper F)

### 24.1 University Policies and Guidelines

The Committee had received and considered draft policies and associated guidelines developed in consultation where appropriate with union representatives and under the supervision of the Support Services Board. The documentation had also been received by the Planning & Management Executive.

The Court approved the policies on

- Sickness Absence
- Alcohol and Substance Abuse
- Equality and Diversity
- Intellectual Property

as set out in the Appendices to the report.

In discussion of these matters, the Court also noted the following:

- the issue of sick pay entitlement as between different categories of staff would be monitored
- managers dealing with issues surrounding dependency on alcohol or other substances could seek help and advice at any stage from Human Resources and some measure of training in this area would be desirable
- the University's position relating to Intellectual Property was broadly comparable to that of other institutions and had been widely discussed with students and staff
- it was desirable to have the greatest possible degree of clarity in relation to Intellectual Property rights at the outset
- the Funding Council was moving towards looser arrangements and greater reciprocity between staff and institutions in order to promote commercialisation
- the University would continue to seek a framework which would steer the benefits of innovation and commercial exploitation of IP towards the individual and the group within the context of the institution.

## Ct3 – 21 March 2005

**Court****Minutes**

In the Chair: Mr Gavin Gemmell

Date of Meeting: 21 March 2005

Present also: Principal John Archer  
 Professor Brian Austin  
 Mr Michael Breaks  
 Mr David Brew  
 Dr Doug Clark  
 Professor Bob Craik  
 Mr Malcolm Durie  
 Professor Chris Eilbeck  
 Mr Steven Findlay  
 Professor Jim Howie  
 The Hon Lord Johnston

Dr Moyra Kedslie  
 Ms Janet Lowe  
 Mr Jim Maguire  
 Mrs June Maxwell  
 Mr Ray Perman  
 Ms Yvonne Savage  
 Professor John Simmons  
 Dr Ian Steel  
 Mr Ed Weeple  
 Mr David Woods  
 Dr Stan Zachary

In attendance: Professor Denis Hall, Deputy Principal (Research)  
 Professor Brian Smart, Deputy Principal (Academic and International Development)  
 Professor Andy Walker, Deputy Principal (Resources)  
 Professor Alan Prior, Dean of the University  
 Professor Brian Wherrett, Dean of the University  
 Mr Peter Wilson, Secretary of the University  
 Mr Kevin Mallett, Group Financial Controller  
 Mr Richard McGookin, Director of Planning  
 Mr Stefan Kay, Director of Campus Services, Scottish Borders Campus  
 Mr Alastair Hood, Assistant Secretary

Mr David Guest  
 Revd Howard Taylor, Chaplain to the University (for Item 28)

## 25 WELCOME

The Chairman, on behalf of the Court, welcomed Mr Malcolm Durie, newly elected to the Court from the Convocation.

## 26 APOLOGIES

Apologies for absence were intimated from The Rt Hon The Lord Mackay of Clashfern, Mr Alexander, Mr Bissett, Professor Hare, Dr McClure, Mr Muirhead and Councillor Scobbie.

## 27 OBITUARIES (Agenda Paper A)

Noted obituary notices relating to:

- Lord Polwarth - an honorary graduate of the University and former chairman (1955-72) of the Scottish Council (Development & Industry)
- Donald Moodie - Assistant Director of Estate & Building Services. The Secretary paid tribute to the professional and personal qualities of Mr Moodie, who had died in service at the age of 54.
- Professor Ronnie Martin - former Director of United distillers and driving force behind the formation of the University's International Centre for Brewing & Distilling

## 28 CHAPLAINCY ANNUAL REPORT TO COURT (Agenda Paper L)

The Court received the report with appreciation, and noted the brief comments of the Chaplain on certain aspects, specifically the satisfaction which he and his team derived from their promotion of the welfare and integration of students from the UK and abroad, and the value which they laid on the support of the University authorities for their work. Observations were also noted from members of the Court on the

notable successes of the Chaplaincy evident from student feedback. The Chairman, on behalf of the Court, commended the Chaplain and his team for their vigorous contribution both to the University's daily life and to its reputation.

## 29 MINUTES

The Minutes of the meeting of the Court held on 13 December 2004 were approved.

## 30 MATTERS ARISING

## 30.1 Arrangements with Edinburgh Business School

The Court was reminded that the transactions of the Business School were governed by the scrutiny of its Board, and that due process had been followed in the establishment of a company to market the MBA in the United States and South America, both in Spanish and English.

## 31 COMMUNICATIONS FROM THE CHAIRMAN OF COURT

The Chairman outlined to the Court his involvement in recent business and social aspects of the life of the University, including visiting the Scottish Borders Campus, participation in fundraising activities, consulting with information services on website improvements and conformity with Freedom of Information legislation, and attending a SHEFC-sponsored meeting of Scottish University Principals and Chairmen of Court. He had taken particular pleasure in the spring concert by the University choir and orchestra, who had also raised over £4000 in a special concert, for the relief of victims of the Asian tsunami.

## 32 COMMUNICATIONS FROM THE PRINCIPAL AND PLANNING &amp; MANAGEMENT EXECUTIVE (Agenda Paper B)

The Court received information and briefings from the Principal on the following topics:

- Policy Development

In its management role, PME had approved or endorsed policies on:

- i) fixed term contracts
- ii) approved support centres
- iii) management of student fees and charges
- iv) service level agreements for external and internal services
- v) the prohibition of smoking

- National Framework Agreement on salary structure

- Undergraduate Student Applications for October 2005 entry

Home/EU student applications showed a levelling of growth after several years of above average application increases, but there was no significant risk of under-recruitment in 2005.

- Equality and diversity agenda

- Enhancement-led Institutional Review – January/February 2006

Preparation for the review would draw on the strategy setting process and evidence from the KPI analysis.

- HE Academy conference – Riccarton – June/July 2005

### Ct3 – 21 March 2005

- RAE 2008

PME had recently received a draft report of the outcomes of an internal “mock RAE” led by the Deputy Principal and the Research Co-ordination Board, containing a range of recommended actions aimed at optimising the University’s performance in RAE 2008. PME had agreed that the University should move towards a transparent, structured framework for the assignment of duties in teaching and in research in order to optimise its performance in both RAE 2008 and in the Enhancement Led Institutional Review in 2006, and would give further consideration to associated implementation issues.

It was noted that the outcome of the exercise would have implications for funding until 2014.

- Research Councils: Dual Support Reform

The University had received notice from the Research Councils of interim funding pending the introduction of full economic costing methodology.

- University Position Statement

The University had received a marketing consultants’ report on progress towards a firm basis for the elaboration of draft vision and mission statements for the University.

- Court member profiles on the web
- University Publication Scheme under Freedom of Information legislation
- Funding Council news

The University had received information on the following:

- SRIF3 for 2006/7 and 2007/8
- Additional Capital Funding
- Merger of the Funding Councils
- Corporate Plan Update
- Higher Education-Business and Community Interaction Survey 2002/03
- Fact Card 2004
- Freedom of Information

- International Review of Engineering Research 2004 – Outcome
- 14-19 Education and Skills White Paper
- Intellectual Property – Model Contracts to aid University - Business collaboration
- Universities UK – International Strategy

The strategy provided a focus for UUK’s international activities over the next year supporting its members with regard to: reputation; policies and strategies; students; information; and partnerships/links. UUK had persuaded the Government to establish a working party to consider ways of improving the visa service for students, as problems with visas had emerged as the most commonly cited reason for the decline in international student enrolments.

- Grant Announcement 2005-06

Notification had been received of grant funding for 2005-06 as follows:

- a sector average increase of 3.4% in funding for Teaching Research and Knowledge Transfer
- an increase for Heriot-Watt University of 2.5% to £32,874m
- the Heriot-Watt increase for teaching matched the sector average
- there was a percentage terms reduction in funding for research reflecting the favour shown to 5 and 5\* rated departments in other institutions

**Ct3 – 21 March 2005**

- v) funding for knowledge transfer was reduced from the markedly high level of 2004-05
- vi) whereas research earnings would require particular attention in the coming year, the University was aware of gains identified in relation to research pooling and other sources of topsliced funding

## 33 COMMUNICATIONS FROM THE SENATE COUNCIL (Agenda Paper C)

## 33.1 Revision to Ordinance 10: Departmental Committees

Noted a recommendation by the Senate Council for the revision of Ordinance 10. Discussed the issue of sequencing of amendments to Ordinances and ongoing scrutiny of the Charter and Statutes, in the interest of overall consistency. Noted that the provisions of these documents would be harmonised with a minimum of delay (Cf Minute 33.6 below).

Approved the amendments as set out in Appendix A to Agenda Paper C for the meeting.

## 33.2 Revision to Ordinance 11: Faculties and Faculty Boards

Approved amendments to Ordinance 11 as set out in Appendix B to Agenda Paper C.

## 33.3 Conferment of title of Professor Emeritus

Approved the conferment of the title of Professor Emeritus on the following:-

- Professor G T Russell, School of Engineering & Physical Sciences, from 3 November 2004
- Professor R Clarke, School of Engineering & Physical Sciences, from 3 November 2004

## 33.4 Regulation 21: Students Association

Approved modifications to the Bye Laws of Regulation 21: Students Association providing for the establishment of an Equal Opportunities Officer, and an Equal Opportunities committee, and the introduction of four Ordinary Members of Council.

Noted that an amendment to the procedure for approving and implementing modifications to the Bye Laws of the Students Association was under discussion but that the Council of the Association did not wish to bring forward a formal recommendation at this time.

## 33.5 Dissemination of Modifications to the Ordinances and Regulations

Noted measures to be adopted in improving communication of proposals and decisions on amendments, namely:

- lists of modifications to be circulated to heads of Schools/Directors of Learning & Teaching/Directors of Administration
- all modifications to be highlighted in Network and through the Monthly Summary

## 33.6 Update of Charter and Statutes

Noted that in addition to the amendments to the Charter and Statutes currently proposed to effect changes to the membership of the Senate and the Court, further amendments would be required to take account of the recent restructuring of the University.

Noted that a review of the required modifications was under way.

## 33.7 Conferment of Honorary Degrees

Noted that the Honorary Degrees Committee, with the full delegated authority of the Senate, had approved the award of honorary degrees to the undernoted individuals at the ceremonies indicated below. All the recipients had accepted the University's offer. One further candidate had yet to respond.

## Ct3 – 21 March 2005

<u>Name</u> July 2005	<u>Degree</u>	<u>Citation</u>
The Rt Hon Donald C McKinnon Secretary General Commonwealth Secretariat	DLitt	In recognition of his distinguished political and diplomatic career
Mr Norman Croucher Mountaineer and motivational speaker	DLitt	In recognition of his achievements in sport and as a role model for young people
Mr Adam Crozier Chief Executive of Royal Mail	DLitt	In recognition of his achievements in business and management
Professor David Wilkie	DSc	In recognition of his pre-eminence in the field of actuarial science and his continuing contribution to Heriot-Watt University
Professor Franklin Orr Stanford University	DEng	In recognition of his distinguished contribution to Petroleum Engineering research
Admiral Trevor Soar RN Ministry of Defence	DEng	In recognition of his distinguished service career and promotion of collaborative relationships with the University Sector
Professor Jean-Marie Lehn Director, Institut de Science et d'Ingénierie Supramoléculaire/ULP	DSc	In recognition of his distinguished scientific career and pre-eminence in the field of molecular Chemistry
* Mr Ian Anderson Founder Member of Jethro Tull	DLitt	In recognition of his contribution to popular and rock music
Rt Rev George H Cassidy (previously reported to Senate Council)	DLitt	In recognition of his sustained contribution to the life of the church and interest in, and support for, Heriot-Watt University
Mr Colin McDowell Writer, Journalist and Broadcaster on fashion	DLitt	In recognition of his pre-eminence and achievement in the literature of fashion and design
<b>November 2005</b>		
Professor Emeritus Iain Cowie Heriot-Watt	DSc	In recognition of his distinguished academic career in the Chemistry of materials and personal contribution to the cause of the disabled
Mr Karan Bilimoria Cobra Beer	DLitt	In recognition of his outstanding business career and promotion of entrepreneurship in Higher Education
Mr Christopher Hoy, British Cycling	DSc	In recognition of his outstanding athletic achievements and contribution as a role model to young people
Professor Gareth Roberts President Wolfson College	DSc	In recognition of his distinguished career in applied physics and in educational administration

\* deferred until July 2006

## 33.8 Conferment of Honorary Title

Noted the following appointment:

Name	Title	School	Term of Appointment
Dr C J Boulter	Honorary Lecturer	Mathematical and Computer Sciences	To 31 July 2006

## 33.9 Membership of Disciplinary Tribunal

Noted the appointment of Mr M Breaks to a Disciplinary Tribunal (cf Minute 36 below).

## 34 AUDIT COMMITTEE – REPORT (Agenda Paper D)

## 34.1 Oracle Financial System

Noted the aspects addressed by the Committee.

Noted that the Committee was satisfied that the necessary action was being undertaken, and that no major risk areas remained.

Noted that priority would be given to training for users of the system in Schools, who had experienced an increased workload.

Noted that there would be a continuing review of process, security and access levels to assess ease of use and to effect improvements once the system was fully operational.

## 34.2 Appointment of External Auditor

Approved, on the recommendation of the Committee, that KPMG be appointed to succeed Ernst & Young with immediate effect for the period to 31 December 2009.

## 34.3 Audit Committee – Joint Seminar

Noted that a joint seminar on issues of common interest to the Audit Committees of the Higher Education Institutes in Edinburgh was to be held in mid-April.

## 35 COLLECTIONS COMMITTEE – REPORT (Agenda Paper E)

Noted progress made by the University Archive, Records Management and Museum Service since the last full report, in the following areas:

- The Mary Burton Centre (University Museum and Archive)
- Scottish Textile Heritage Online
- Illustrated History of the University
- Upgrades to storage and care of collections
- Collections management and development plan
- Archive management and compliance with Freedom of Information legislation
- Electronic archive preservation

Noted the concern of the committee that future space for the exhibition of the Textile Collection might not match demand for display and research facilities. The Committee urged that the University include the development of a textile research and study centre in its plans for the Campus.

## 36 EMERGENCY COMMITTEE REPORT (Agenda Paper F)

In accordance with paragraph 16 of Statute XXV, the Court, when requested to do so by the Principal, was required to set up a Disciplinary Tribunal to hear charges of a serious disciplinary nature against a member of the academic staff.

This procedure had been invoked in relation to a current case.

**Ct3 – 21 March 2005**

In terms of Ordinance 39, made under the Statute, the Tribunal should consist of the following:

- a Chairman
- a member of the Court not being a person employed by the University
- a member of the academic or academic-related staff

The Emergency Committee, on behalf of the Court, had appointed the following persons, identified in terms of paragraph 2.1 of ordinance 39:

Mr T G Coutts, QC	-	Chairman
Ms J Lowe	-	Court member
Mr M L Breaks	-	Member of academic-related staff

The Tribunal would be formally convened only if alternative measures proved ineffective in achieving a resolution of the matters at issue.

37 ESTATE STRATEGY COMMITTEE – REPORT (Agenda Paper G)

37.1 Scottish Borders Campus Residences

Noted progress by the project team and continuing scrutiny of the financing pattern proposed.

37.2 Maclaurin Building

Noted that the users, and the trustees of the legacy which had contributed some £600k to the funding of the scheme, were satisfied with the quality of the building, despite the delays encountered in the course of the project. The opening ceremony had been a most positive and stimulating event.

37.3 Hermiston Park & Ride

Noted progress of the scheme and implications, as presently recognised, for the University.

38 FINANCE COMMITTEE – REPORT (Agenda Paper H)

38.1 Management Accounts to 31 January 2005-03-23

Noted a consolidated surplus of £1.3m in the six months as against a budgeted surplus of £1.4m, and an expected outturn broadly in line with budget except in areas previously noted.

38.2 Edinburgh Conference Centre

Noted that the Board, on the basis of further advice on VAT and employment rights, would now assess the option of a single-company structure for the Conference Centre, with Catering & Residences remaining a service partner. This would entail the appropriate attribution of costs and charges and their rationalisation.

38.3 Scottish Borders Campus

Noted that progress was being made towards agreement on the co-location scheme among the University, Borders College and the Funding Councils and other financial providers.

Noted that a letter of intent relating to asset transfer, and to the associated financial arrangements relating to space usage, rental and maintenance, would be brought forward by the end of April, within the deadline set by the European Regional Development Fund.

Noted that future strategy on the operation of the Campus would be for joint operation wherever possible in terms of shared services, staff development, curriculum development and the usage of the various physical areas of the campus.

Noted that a full feasibility study relating to provision of residences prepared in co-operation with Eildon Housing, would be available for consideration by the Court at its June 2005 meeting.

Noted that student applications to courses offered on the Campus had increased, bringing the opportunity to raise academic standards.

#### 38.4 Student Fee Levels

Noted and approved a schedule of fees for 2005-2006 as set out in appendix B to Agenda Paper H.

Noted that the fees proposed were default rates, and that certain courses could charge premium rates according to student demand.

#### 39 STAFFING STRATEGY COMMITTEE – REPORT (Agenda Paper I)

The Court noted information and recommendations on the undernoted topics:

- progress in preparation for the implementation in August 2006 of the national pay structure
- revision of the University's grievance procedures by the Convener of the Committee which would be the subject of recommendations by the Committee to the Court in due course
- a proposed policy document on the use of fixed-term contracts, as set out in the Appendix to Agenda Paper I, which the Court, on the recommendation of the Committee, approved for immediate implementation

#### 40 KEY PERFORMANCE INDICATORS (Agenda Paper J)

Noted a programme of work in progress by the major Boards reporting to Planning & Management Executive to develop key performance indicators for the main activities of the University. Results of this ongoing work had been first reported to the Court in February 2004 and updated in June 2004 in conjunction with the updated Strategic Plan 2004-2007.

Noted a high level summary of 28 principal indicators grouped under four main headings

- i) Student Recruitment/Student Numbers
- ii) Learning and Teaching
- iii) Research and Knowledge Transfer
- iv) Finance and Resources

of which the main outlines are set out in Appendix A hereto.

Noted presentations on the areas of Learning and Teaching, Research and Knowledge Transfer, and Finance and Resources by Professor Craik, Professor Hall and Professor Walker respectively.

In discussion, the following were among issues raised by members:

- grade increases apparent in RAE results in the last exercise
- the setting by the University of realistic targets for RAE 2008 based on its own performance and on the perception that the process had been designed for 2008 to eliminate or minimise manipulation
- concern at non-progression rates; and recognition of the social and financial issues which complicated the process of admission and the widening of access
- the need to re-examine the University's patterns of presentation of material (terms/semesters) and assessment
- the need to be reassured, by a process of monitoring, that the restructuring had not brought any prejudice to the ability of subject areas to sustain growth and research and to maintain the relationship between resources and performance targets and income
- the recognition that while grant conditions were becoming harsher, and the areas of relevant competition more demanding, figures for income per staff member were still increasing
- continued long term investment by the University in areas of research which offered good returns in terms of business planning

**Ct3 – 21 March 2005**

41 WELFARE FORUM REPORT (Agenda Paper K)

Noted the purposes and structure of the Welfare Forum.

Noted with interest the range of topics discussed by the Forum.

42 REPORT FROM THE SENATE (Agenda Paper M)

42.1 Special Resolution – Modification to Charter and Statutes

Process of Approval of Modifications to the Statutes

In terms of Article 21 (c) of the University's Charter, amendments to the Statutes were to be made by a Special Resolution which required a recommendation to be made from the Senate to the Court. On approval by the Court, and in terms of Article 26 of the Charter, the University should apply to the Privy Council for approval of the proposed modifications.

Proposals

In accordance with Article 21 (c) of the Charter, the Senate had considered proposed modifications to:

- Statute XII: The Court
- Statute XIII: The Senate

The details of the proposed modifications were contained in Appendices A and B to Agenda Paper M.

The Principal had advised the Senate that the proposed modifications to Statutes XII and XIII would require modifications to be made also to the relevant Ordinances and Regulations, and that proposals for such changes would come forward from the Ordinances and Regulations Committee to the Senate, and where appropriate to the Court, once the proposed modifications to the Statutes had been approved.

The Senate had noted that the current elected members of the Senate Council appointed in terms of Regulation 47, would become the elected members of the Senate on approval of the proposed modifications to the Statutes.

The Court, in discussing the proposed changes to the structure of the Court, noted that it should be made clear in communication with the Privy Council, that as a transitional measure, existing members of the Court should remain members until the date of expiry of their existing period of appointment.

It was noted that the Court should remain aware of the need to refresh its composition, particularly in terms of equal opportunities and ethnic diversity.

In relation to the proposals for changes to the Senate, the Court recognised that consequential changes would be required to Ordinances and Regulations.

A member of Court expressed concerns over the ability to amend Statutes XII and XIII without making the appropriate changes to other sections of the Charter and Statutes where necessary. Having considered these points, the Court agreed to pass a Special Resolution in terms of Article 21(c) of the Charter approving the proposals for amendment of Statutes XII and XIII and to Article 7(1) of the Charter as set out in Appendices A and B to Agenda Paper M for the meeting.

43 APPOINTMENT OF REPRESENTATIVE – GEORGE HERIOT TRUST (Agenda Paper N)

In terms of the Constitution of George Heriot's Trust, Heriot-Watt University was entitled to nominate one member to serve as a Governor of the Trust.

The term of office of the University's representative had expired, and it was proposed, with his consent, that Dr Patrick Green, School of Mathematical and Computer Sciences, be appointed to the Trust with immediate effect for the period until 30 September 2008.

The Court approved the appointment.

**Ct3 – 21 March 2005**

## 44 COMMUNICATIONS FROM CONVOCATION (Agenda Paper O)

## 44.1 Membership of Court

Nominations were invited in the papers for the 38<sup>th</sup> Annual Meeting of the Convocation for election to two vacancies in the membership of the Court arising under Clause 1(v) of statute XII.

Two nominations were received, and the undernoted persons were therefore elected unopposed under the provisions of Statute XII.3 to serve until the 41<sup>st</sup> Annual Meeting of the Convocation (2008):

GRAEME BISSETT

MALCOLM DURIE

## 44.2 Appointment of Chancellor

With reference to Ct24(2004-05) it was reported that the General Convocation, at a meeting specially called for the purpose held on 16 March 2005 had received the unanimous recommendation of the Court and Senate that Baroness Susan Greenfield be appointed as the Chancellor of the University in succession to The Right Hon The Lord Mackay of Clashfern for a period of seven years from 1 December 2005.

The Convocation had unanimously approved the recommendation.

## 45 REVISION TO SHEFC FINANCIAL MEMORANDUM

Noted that proposed revisions to the Financial memorandum between SHEFC and Institutions had been the subject of consultation and debate between the Council and Universities Scotland.

Noted that a perceived encroachment by the Council on the autonomy of institutions had been moderated but some concerns remained.

Noted that the principles underlying the revision were both sound and attractive but that their successful implementation would require further consultative work to reconcile the principles and the wording adopted in the final document.

## 46 DATE OF NEXT MEETING

Noted that the next meeting, to be held on Monday 16 May, would take the form of an Away Day for the discussion of strategy.

## Ct4 – 16 May 2005

**Court****Minutes**

In the Chair: Mr Gavin Gemmell

Date of Meeting: 16 May 2005

Present also: Mr J Alexander  
Mr Michael Breaks  
Mr David Brew  
Professor Bob Craik  
Mr Malcolm Durie  
Professor Paul Hare  
The Hon Lord Johnston

Ms Janet Lowe  
Mrs June Maxwell  
Mr Andrew Scobbie  
Professor John Simmons  
Mr Ed Weeple  
Mr David Woods  
Dr Stan Zachary

In attendance: Mr Peter Wilson, Secretary of the University  
Mr Alastair Hood, Clerk to the Court  
Mr David Guest

## 47 APOLOGIES

Apologies for absence were intimated from The Rt Hon The Lord Mackay of Clashfern, Principal Archer, Professor Austin, Mr Bissett, Dr Clark, Professor Eilbeck, Mr Findlay, Professor Howie, Dr Kedslie, Mr Maguire, Dr McClure, Mr Muirhead, Mr Perman, Ms Savage and Dr Steel. It was noted that the 15 members present represented one half of the current actual membership of the Court, and constituted a quorum.

## 48 MINUTES

The Minutes of the meetings of the Court held on 16 March 2005 (jointly with Senate) and on 21 March 2005 were approved.

## 49 CONFIRMATION OF AMENDED ORDINANCES AND OF SPECIAL RESOLUTION

With reference to Ct33.1 and Ct33.2/04-05 and to Ct 42.1/04-05 the amended Ordinances 10 and 11 and the Special Resolution to amend Statutes XII and XIII and Article 7(1) of the Charter had been displayed publicly within the University for the period of 28 days prescribed in Article 25(1) of the Charter, and no observations had been received thereon.

The Court confirmed in terms of Article 22.2 and Article 26 of the Charter the amended Ordinances and the Special Resolution respectively.

It was noted that measures were in hand to amend where appropriate the wording of the remaining articles of the Charter and the Statutes to achieve consistency with the most recent operational structures of the University, while retaining flexibility for the future.

## 50 REVIEW OF GOVERNANCE ISSUES

The meeting considered the operation of the Court and its Committees in the light of the continuing development, from various sources, of guidelines on corporate governance.

The documentation related University practice to recommendations by SHEFC, the Financial Services Authority (combined code) and the Committee of University Chairmen. The Court also noted the terms of a draft internal audit report on present governance practice which was generally complimentary in its terms.

The Court was reminded of the recent and ongoing review by the Senate of its functioning and composition, which had resulted in an amended structure and a reduction in overall numbers. These measures had been judged to be successful.

The reduction in total membership members of the Court recently agreed would result in a composition appropriate in size and function to an academic body, while continuing to benefit from widely drawn participation and experience through lay membership.

**Ct4 – 16 May 2005**

The Court was satisfied that the frequency of meetings of the Committee provided an adequate oversight mechanism for the members to discharge their fiduciary duties, subject always to the quality of information and a constructive relationship between the governing body and the management. This relationship encompassed both a consultative and a monitoring function giving rise to a greater degree of mutual confidence.

Individual issues raised in discussion included the following:

- Committee work programmes over the course of the academic year should be communicated to all Court members, and the Court's cycle of business should be noted in the context of Committee meetings.
- Timescales for the distribution of papers should be adequate to permit assimilation of the information and an informed decision.
- The issue of Committee composition and the role of lay members should be kept under review, and the possibility borne in mind of ad hoc co-option to Committee membership.
- There was a strong argument for a more inclusive arrangement for Court meetings along the lines of the layout of the Court Room within the Lord Balerno Building.
- There was a recommendation that more of the University employees on Court should be nominated to serve on Court committees.
- As part of their induction training, new members of Court should be invited to attend one meeting of each of the Court committees early on in their appointment.
- On occasions when a strategic presentation was to be given to Court, this should be accompanied with a paper detailing the analysis and offering options.
- Consideration should be given to having an informal meeting of lay members of Court every two or three years.
- Reports to Court on such areas as Careers, Welfare, Estates, Health Service etc. tended to be retrospective only. It was recommended that they should include future plans and developments.
- An awareness by Court members of the core business of the University was needed to enable an appreciation and adjudication of risk.

It was noted that a similar debate was being conducted in the FE sector and that the quality of discussion had an important bearing on the mutual feedback between the management and lay participants in governance.

It was also noted that any further feedback on the present meeting, and on the role and contribution of the Chairman of Court, should be directed to the Secretary of the University.

## Ct5 – 27 June 2005

**Court****Minutes**

In the Chair: Mr Gavin Gemmell

Date of Meeting: 27 June 2005

Present also: Principal John Archer  
Mr James Alexander  
Professor Brian Austin  
Mr Michael Breaks  
Mr David Brew  
Professor Bob Craik  
Mr Malcolm Durie  
Professor Paul Hare

Dr Moyra Kedslie  
Ms Janet Lowe  
Mr Jim Maguire  
Mrs June Maxwell  
Mr Ray Perman  
Professor John Simmons  
Dr Ian Steel  
Dr Stan Zachary

Mr David Guest

Mr Peter Lee, Eildon Housing Association  
Mr Lawrence Cox, Eildon Housing Association  
Mr W Wilkie, Chairman, Eildon Housing Association  
Mr T Burrows, Chairman, Eildon Enterprises Ltd

In attendance: Professor Denis Hall, Deputy Principal (Research)  
Professor Alan Prior, Dean of the University  
Professor Brian Wherrett, Dean of the University  
Mr Peter Wilson, Secretary of the University  
Mr Phil McNaull, Director of Finance  
Mr Peter Kerr, Director of Estate & Building Services  
Mr Richard McGookin, Director of Planning  
Mrs Mairi Thornton, Director, CAMS  
Mr Stefan Kay, Director of Campus Services, Scottish Borders Campus  
Mrs Lorna Kirkwood-Smith (for Item 52)  
Mr Alastair Hood, Assistant Secretary (Court)

## 51 APOLOGIES

Apologies for absence were intimated from The Rt Hon The Lord Mackay of Clashfern, Mr Bissett, Dr Clark, Professor Eilbeck, Mr Findlay, Professor Howie, The Hon Lord Johnston, Dr McClure, Mr Muirhead, Ms Savage, Councillor Scobbie, Mr Weeple and Mr Woods.

## 52 SCOTTISH BORDERS CAMPUS

The Chairman, on behalf of the Court, welcomed to the meeting the representatives of Eildon Housing Association and Eildon Enterprises Limited. Mr Lee made a presentation on the outcomes of the feasibility study on the scheme to provide residences on the Netherdale site. The presentation, of which an executive summary had been circulated to the Court prior to the meeting, addressed the brief set by the University; set out design proposals, costs and funding patterns, and a possible legal framework governing ownership and management; and acknowledged the difficulties posed by the issue of valuation of the property, and the various possible forms of lease.

The Chairman, in thanking Mr Lee and his colleagues for their contribution, noted the clear identification of the risks to be assessed by the University; the strategy for maximising the potential capital receipt in the event of termination of the lease and the sympathetic attitude of the local planning authority, albeit short of formal endorsement.

[The Eildon representatives left the meeting at this point.]

The Court discussed the features of the Residences project, including:

- the need to increase the proportion of vacation lets and the absolute numbers of occupants
- the level of student rents proposed and their relative contribution to the recurrent funding equation
- the variation to be expected in costs for termination of the lease according to timescale and initial contribution by the University
- the need to concentrate on the urgency of the University's present requirements to support its educational provision

## Ct5 – 27 June 2005

- the assumption, in assessing risks and income levels, that there would be no contribution associated with new conference facilities

The Court also considered, as Agenda Paper A for the meeting, an update on the co-location project with recommendations as to further progress.

The Court also received, in a tabled paper, information on total estimated costs. This revealed a shortfall of £8.4m in the current funding provision of which the University's notional share was £3.7m.

The Court noted:

- that the University and the College had both subsequently identified further potential cost reductions and additional funding. The latest position was that the College had identified £1.55m additional funding, and the University had provisionally identified £1.35m potential cost reductions from not performing various moves within its reconfiguration. These potential cost reductions would need to be robustly costed and agreed with the College as regards any knock-on effects on the project
- that these measures would thus reduce the total gap to £5.5m, identified as £3.15m to the College and £2.35m to the University. Additionally, the College was understood to be developing possible alternatives to address a part of the total ~£4.5m backlog maintenance burden included within its costs, possibly by a phased approach that could transfer a substantial portion from the College's capital requirement to its recurrent costs

The Court agreed:

- to advise the College that it could not commit to meet costs of £2.35m-£3.7m
- to advise the College further that:
  - a) the University was of the view there were potential cost reductions to be achieved within the project (initial estimate £1.35m from "University costs" alone) and wished these to be further explored and quickly determined
  - b) the University could be prepared to consider, after determining maximum cost savings, and in conjunction with ascertaining all other possible additional funding contributions, including crucially the Funding Councils, its scope for a funding contribution, the indicative level to be determined by Court
  - c) the processes and timescale to determine these conclusions needed to be urgently agreed among the University and College (and the Funding Councils)
- that in the event such a further iteration was unsuccessful, the co-location project as hitherto envisaged must be deemed unfeasible. Against this eventuality, Court agreed to task management to develop the options for alternative strategies for the Campus
- that these strategies were likely to include continuing partnerships with the College and approved, subject to necessary amendment, the College-University Partnership statement (which had been approved by the College Board)

Given the renewed uncertainty, the Court agreed to defer decision on the residences for a period not prejudicial to the terms of the feasibility study.

## 53 QUEENS BIRTHDAY HONOURS

The University had noted with pleasure the award to Mr Steve King, Musician in Residence, of Membership of the Order of the British Empire.

## 54 OBITUARIES (Agenda Paper B)

Noted obituary notices relating to:

- The Very Reverend William Johnston – an honorary graduate of the University (DLitt 1989)
- Sir Eduardo Paolozzi – an honorary graduate of the University (DLitt 1987)

## 55 MINUTES

The Minutes of the meeting of the Court held on 16 May 2005 were approved. In relation to corporate governance, it was reported that an opportunity would be given to revisit the issue and to reflect on possible best practice.

## Ct5 – 27 June 2005

## 56 COURT AWAY DAY – REPORT

The Court received and noted a report on the Away Day, and heard that good feedback had been provided. This is summarised in Appendix A hereto.

## 57 COMMUNICATIONS FROM THE CHAIRMAN OF COURT

The Chairman alluded to several meetings of sectoral HE/FE bodies which he had recently attended which had provided evidence of greatly improved dialogue and communications particularly between institutions and their funding authorities.

## 58 COMMUNICATIONS FROM THE PRINCIPAL AND THE PLANNING &amp; MANAGEMENT EXECUTIVE (Agenda Paper C)

The Court received information and briefings from the Principal on the following topics:

- Undergraduate student applications/acceptances
- Restructuring of the Academic Year  
Planning & Management Executive had agreed on the recommendation of the Learning & Teaching Board that a two-block academic structure should be introduced after the implementation of the new student records system by October 2008
- SHEFC Funding Submissions – LTIF and SRIF3  
The LTIF submission comprised three bids for contributions towards:
  - i) Postgraduate Centre (new build) - £2.0m
  - ii) Teaching room upgrade - £2.5m
  - iii) Network infrastructure and Virtual Learning Environment project - £1.5m
- SBC Project  
The Planning & Management Executive had discussed the project on 9 June 2005 and had requested scrutiny of the financial aspects (cf Minute 52 above and the report of the Finance Committee (Minute 62 below)
- Dubai Project  
The Planning & Management Executive had considered the opportunity to establish a Heriot-Watt University campus in Dubai. Following detailed discussion and consideration of risks and potential advantages, the Planning & Management Executive had approved a recommendation from the Dubai Project Group that the University should proceed with this venture, accepting that more detailed work remained to be done.

The Court considered the most recent report and case for approval from the Project Group set out in the Appendix to Agenda Paper C for the meeting.

The following matters were among those noted by the Court:

- i) the project offered expanded transnational provision with high growth prospects
- ii) the risks would be robustly managed by the investigation of financial provision and the status of the sponsoring partner, academic scrutiny and direction and on-site quality review
- iii) the project built on existing remote learning experience
- iv) the motivation of the Dubai authorities to encourage economic growth by attracting top class participants to this and other tax-free projects
- v) the large size of population groups likely to be attracted to the campus in this specific location
- vi) the good practice already established in managing existing approved service providers overseas, and the joint venture status of the proposal
- vii) the good fit of the scheme with the procedures of the Enhancement Led Institutional Review and the good control of course quality which could be ensured

The Court approved the proposal that the University proceed with the project.

- University Network Infrastructure Project  
The Planning & Management Executive had approved the purchase of equipment to upgrade the University's network infrastructure from 2005-06.

- Travel Plan  
The Planning & Management Executive had noted the establishment of a project group to develop an equitable scheme for charging for car parking and for investment of income received to help achieve a target of 15% reduction in car movement on the Edinburgh Campus.
- School of the Built Environment – explosion and fire  
Work was continuing on the recovery process following this event on 4 June 2005.
- SHEFC Review of Institutions' Financial Statements
- MORI Longitudinal Survey of Learners
- Scottish Equalities Unit
- Initial Student Visa Fee Increase
- Scottish Public Services Ombudsman  
The remit of the Ombudsman was to be extended to include responsibility for investigating complaints against higher education institutions should internal procedures prove inconclusive.
- Bologna Conference – 1 July 2005
- League Tables – Times and Times Higher Education Supplement

59 COMMUNICATIONS FROM THE SENATE/SENATE COUNCIL (Agenda Paper D)

- 59.1 Revision to Ordinance 14: Appointment of Members of Senate to the Court  
Approved amendments to Ordinance 14 as set out in Appendix A to Agenda Paper D for the meeting.
- 59.2 Revision to Ordinance 12: Deans of the University and Sub-Deans  
Approved amendments to Ordinance 12 relating to election procedures as set out in Section 2 of Agenda Paper D.
- 59.3 Title of Professor Emeritus  
Approved the conferment of the title of Professor Emeritus on the following:
- Professor Cliff Beevers, School of Mathematical and Computer Sciences
  - Professor A Keenan, School of Management and Languages
- 59.4 Special Resolution – Proposed modifications to the Charter and Statutes  
Approved modifications to the Charter and Statutes as set out in Appendix B to Agenda Paper D, noting that modifications to Statute XII the Court and to Statute XIII the Senate approved by Special Resolution in March 2005 were also contained in Appendix B. The Resolution would be confirmed after being displayed for 28 days.
- 59.5 Structure of the Academic Year  
The Senate had noted reports from the Planning & Management Executive and the Learning & Teaching Board relating to the University's review of the structure of the academic year (cf Minute 58 above).
- 59.6 Revision to Ordinance 41: Grievance Procedures  
The Senate Council had noted that revision of the Grievance Procedures was in hand, in consultation with the Ordinances & Regulations Committee, with the AUT and the Joint Negotiating & Consultative Committee, and with the Staffing Strategy Committee (cf Minute 64 below).
- 59.7 Title of Professorial Fellow  
Noted the conferral of the title of Professorial Fellow on Dr Roger Wardman, School of Textiles & Design, from 1 July 2005.

## Ct5 – 27 June 2005

## 59.8 Election of Dean (Science and Engineering)

Noted that the Senate had approved the appointment, consequent upon an election held in terms of Ordinance 12, of Professor Brian Austin, School of Life Sciences, as Dean for a period of three years from 1 October 2005.

## 59.9 Conferment of Honorary Titles

The Senate noted that in accordance with the appropriate Ordinances, the Principal and Deans Committee had considered and approved the following honorary appointments:

Name	Title	School	Term of Appointment
Dr B Webber	Honorary Research Fellow	Petroleum Engineering	To 31 July 2006
Professor M J Ricketts	Honorary Professor	Edinburgh Business School	Reappointment to 31 July 2008
Professor O C Walker			
Professor K J Boudreaux			
Professor R C Dailey			
Professor D Targett			
Professor Sir A Peacock	Honorary Research Professor		
Professor D Baird	Honorary Professor	The Built Environment	Reappointment to 31 July 2008
Professor C Viney	Honorary Professor	Engineering and Physical Sciences	Reappointment to 31 July 2007
Professor P Townsend			Reappointment to 31 July 2006
Professor C T Elliot			
Professor R L Cooke			
Dr B Burnside	Honorary Reader		Reappointment to 31 July 2007
Professor L C Hansson	Honorary Research Fellow	Mathematical and Computer Sciences	Reappointment to 31 July 2008

## 59.10 Regulation 21: Students Association

Noted that the Ordinances & Regulations Committee had considered and was satisfied with modifications to the Bye Laws made under Regulation 21 Students Association as set out in Agenda Paper D for the meeting.

## 59.11 Ordinance 15: Academic Congress

Noted that Ordinance 15 had been reviewed by the Ordinances & Regulations Committee and that no modifications had been required.

## 60 AUDIT COMMITTEE – REPORT (Agenda Paper E)

## 60.1 Risk Register

Noted that the Committee had received a draft revision of the register and had noted the methodology applied towards reducing and managing risks and that the register was subject to continual update.

## 60.2 Oracle Financial System – Implementation

Noted that current capabilities of the system represented progress since the March 2005 report, and that Internal Audit would carry out a comprehensive post-implementation review in due course.

## 60.3 External Audit Review

Noted that the recently appointed external auditor, KPMG, had prepared for the Committee a memorandum on their audit strategy and plan in relation to financial year 2005-06 setting out the key components of the audit, the communication and reporting mechanisms proposed, the treatment of subsidiary companies, and the current broad accounting issues to be addressed.

## 61 ESTATE STRATEGY COMMITTEE – REPORT (Agenda Paper F)

## 61.1 Scottish Borders Campus

Noted the Committee had reviewed the details of the linked scheme for residence provision and for co-location on the Netherdale campus with Borders College.

Noted that the Committee had accepted, on the basis of comprehensive financial and professional advice, that it would not be materially cheaper for the University to act alone in respect of the residences project, and that the present proposal represented the best option and should be further investigated.

Noted that the Committee had considered and accepted the view of the Planning & Management Executive that the co-location exercise was in the interest of both the University and of Borders College and that efforts to secure adequate funding should be pursued.

## 61.2 SHEFC Learning &amp; Teaching Infrastructure Fund

Noted that the Committee had received and noted proposals for expenditure on the basis of likely allocation of LTIF funds including the intention of establishing a Postgraduate Centre and the associated need for a new building to be located in the context of the University's overall estate strategy.

Noted that a formal review of the long term estate plan and its financial implications would be undertaken in the light of foreseeable elements of the academic strategic plan.

## 61.3 William Arrol Building – Gas Explosion

The Committee had noted a report on the explosion on 4 June, thought to have been caused by a fault in a gas booster set. There had been no injuries and the prompt initiation of recovery procedures had been very effective.

## 62 FINANCE COMMITTEE – REPORT (Agenda Paper G)

## 62.1 Management Accounts to 30 April 2005

Noted a consolidated surplus of £2.3m in the nine months, as against a budgeted surplus of £0.9m, and that preliminary indications relating to the period to end May were of a continuing improvement both in forecast outturn and against budget.

## 62.2 Sports Academy

Noted that audit advice was being sought on the structure of the enterprise in order to eliminate inherent loss-making characteristics, and on valuation issues.

## 62.3 Oracle Finance System

Noted that the Committee had received and discussed a progress report on the implementation of Oracle, including a trial balance for the year to date, and that areas of continuing control were being progressively extended.

## 62.4 Scottish Borders Campus

Noted that the Committee had reviewed the financial aspects of both the residences and the co-location project, and had agreed that the residences feasibility study be considered by the Court, subject to further comparative scrutiny of possible alternative components, and that full project documentation be prepared in the light of this review.

The Committee had noted with concern that certain costs within the co-location project appeared to be substantially higher than anticipated, and had agreed that discussion and negotiation on the adequacy of funding be pursued by the University management with all interested parties.

Noted that the Planning & Management Executive had approved a joint statement between the University and Borders College on curricular and service provision development.

## 62.5 Treasury Management Policy

Noted that the Committee had invited a sub-group to investigate possibilities for the re-financing of the University's loan facilities.

## Ct5 – 27 June 2005

- 62.6 Student Fees and Charges – Policy  
Noted the development of a policy document on this topic to aid new students in understanding their obligations.
- 62.7 Strategic Plan Review  
Approved, on the recommendation of the Committee, the budget for 2005-06 on the basis set out in Agenda Paper J for the meeting.  
  
[The information presented to the Committee is attached.]
- 62.8 SRIF3 and LTIF Submissions  
The Committee had noted the nature and scale of notional allocations of funding arising from SRIF3 and LTIF including the proposed Postgraduate Centre, and that the detail of capital expenditure would in due course require the approval of the Court.
- 63 NOMINATING & REVIEW COMMITTEE – REPORT (Agenda Paper H)
- 63.1 Membership of Court  
Noted that the Committee would seek to fill three of the four vacancies for co-opted members.
- 63.2 Membership of Convocation – Statute XI  
Approved, on the recommendation of the Committee, appointments to the Convocation as set out in the Paper.
- 63.3 Membership of Court Committees  
Approved appointments to membership of Committees as set out in the Paper.
- 64 STAFFING STRATEGY COMMITTEE – REPORT (Agenda Paper I)
- 64.1 Grievance Procedure  
Noted a proposed revision of Ordinance 41, to be considered by the Joint Negotiating & Consultative Committee and the Ordinances & Regulations Committee as set out in Appendix A to Agenda Paper I for the meeting.  
  
Agreed to refer to the Convener of the Committee the issue of procedure set out in Paragraph 6.2 of the proposed Ordinance relating to the right of a party involved in the hearing to address the Tribunal.
- 64.2 Pay Structure  
Noted information on progress towards the implementation of the National Framework Agreement.
- 64.3 Policy on Dependant’s Emergency Leave  
Noted a policy document on this topic approved by the Committee and set out in Appendix B to the Paper.
- 65 STRATEGIC PLANNING DOCUMENTS 2005/06 – 2007/08  
  
Approved strategic planning documents, comprising an integrated Strategic and Financial Plan 2005/06 – 2007/08, for submission to the Scottish Higher Education Funding Council in the reporting template prescribed by the Council.
- 66 MEMBERSHIP OF COURT
- 66.1 Elected Members  
The Court noted following individuals had been elected to membership of the Court for a period of 3 years from 1 August 2005:
- 1 from the Senate
- Dr Robbie Mochrie, School of Management & Languages  
Professor Adrian Todd, Institute of Petroleum Engineering

**Ct5 – 27 June 2005**

2 from the Academic and Academic-Related Staff

Mr Jim Polson, Human Resources  
 Mr Steve Salvini, School of Mathematical & Computer Sciences  
 Dr Ian Steel, School of Engineering & Physical Sciences

## 66.2 Retiral of Members

The Court noted that the undernoted individuals would have demitted office as members of the Court by the date of the next statutory meeting in October. Details of their current periods of office are noted:

Professor Brian Austin	Served from 1 August 2002 to 31 July 2005 as a member elected from the Senate
Professor Chris Eilbeck	Served from 1 August 2002 to 31 July 2005 as a member elected from the Senate
Dr Doug Clark	Served from 1 August 2002 to 31 July 2005, elected from the Academic and Academic-Related staff
Dr Stan Zachary	Served from 1 August 1999 to 31 July 2005, elected from the Academic and Academic-Related staff
Mr James Alexander	Served from 1 August 2004 to 31 July 2005 ex officio as President of the Heriot-Watt University Students Association
Ms Janet Lowe	Served from 1 August 1999 to 31 July 2005 as a member co-opted by the Court

The Chairman expressed to the members now retiring the gratitude and appreciation of the University for their contribution to the work of the Court.

## 67 DAMAGE DUE TO VANDALISM

Noted with concern a report by the Secretary of considerable damage inflicted at the end of term on residential accommodation on campus by students whose individual identities remained unknown.

Noted that this was a radical departure from the good standards of behaviour recently obtaining, largely due to the co-operative efforts of wardens and security staff. All the issues arising from these events would be examined and the culprits pursued, not least to emphasis the seriousness with which the University authorities regarded such aberrations.